IACP
International Association of Chiefs of Police

FEBRUARY 2023

# POLICE CHIEF

## INNOVATIONS IN LAW ENFORCEMENT TRAINING

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# REAL COPS TALK

**Chief Terrence M. Cunningham (Ret), Deputy Executive Director, International Association of Chiefs of Police**

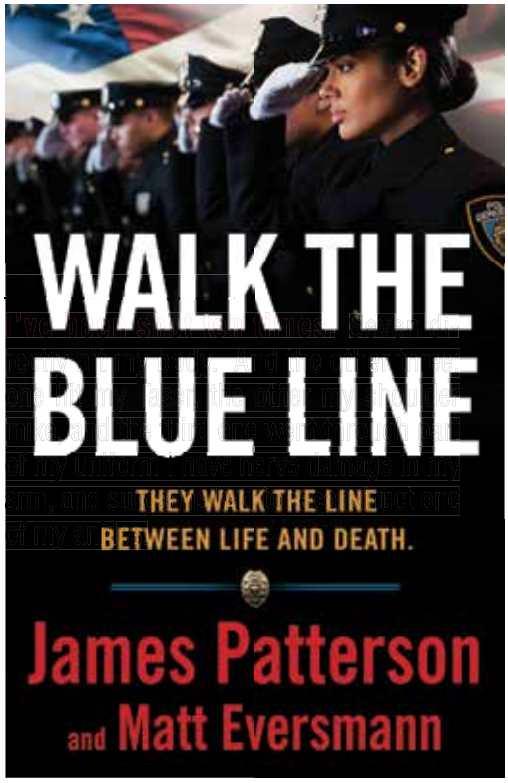
An unvarnished collection of true stories…you are literally on the street with these officers as they talk about the most difficult days of their policing careers. Finally, an opportunity for many of these officers to open up….
**This is a must-read.**

**Jim Pasco, Executive Director, National Fraternal Order of Police**

*Walk the Blue Line* is **the book that the law enforcement community has been waiting for.** These stories showcase the courage, the hurt, the anger, and the joy that can be found in every officer's DNA.

**Deputy Sheriff, Florida**

**"Shots fired"**…those two words are the most nerve-wracking, adrenaline-spiking, mind-spinning words a cop can hear. That's when you lose any idea of what's coming next.




**Ray Kelly, 37th New York City Police Commissioner**

Offers keen insights into the men and women who answer the calls and tells **the stories behind those sirens.** For anyone who has ever wondered why they do it, Patterson's book has the answers.

**Patrol Officer, Kansas**

I arrive at the residence, alone. The home's porch light is off, the windows dark. **I get out of the car—bang-bang.** I grab my radio. "Shots fired from inside the house. I'm going in."

**Patrol Officer, Florida**

**I've been shot ten times.** Seven directly hit my body. And the other three: one hit my Taser, I have nerve damage in my arm, and surgeons had to reconstruct one of my ankles.

**Sheriff's Office, Midwest**

**Going into the unknown, being willing to die** and leave everything behind you—this is the job.

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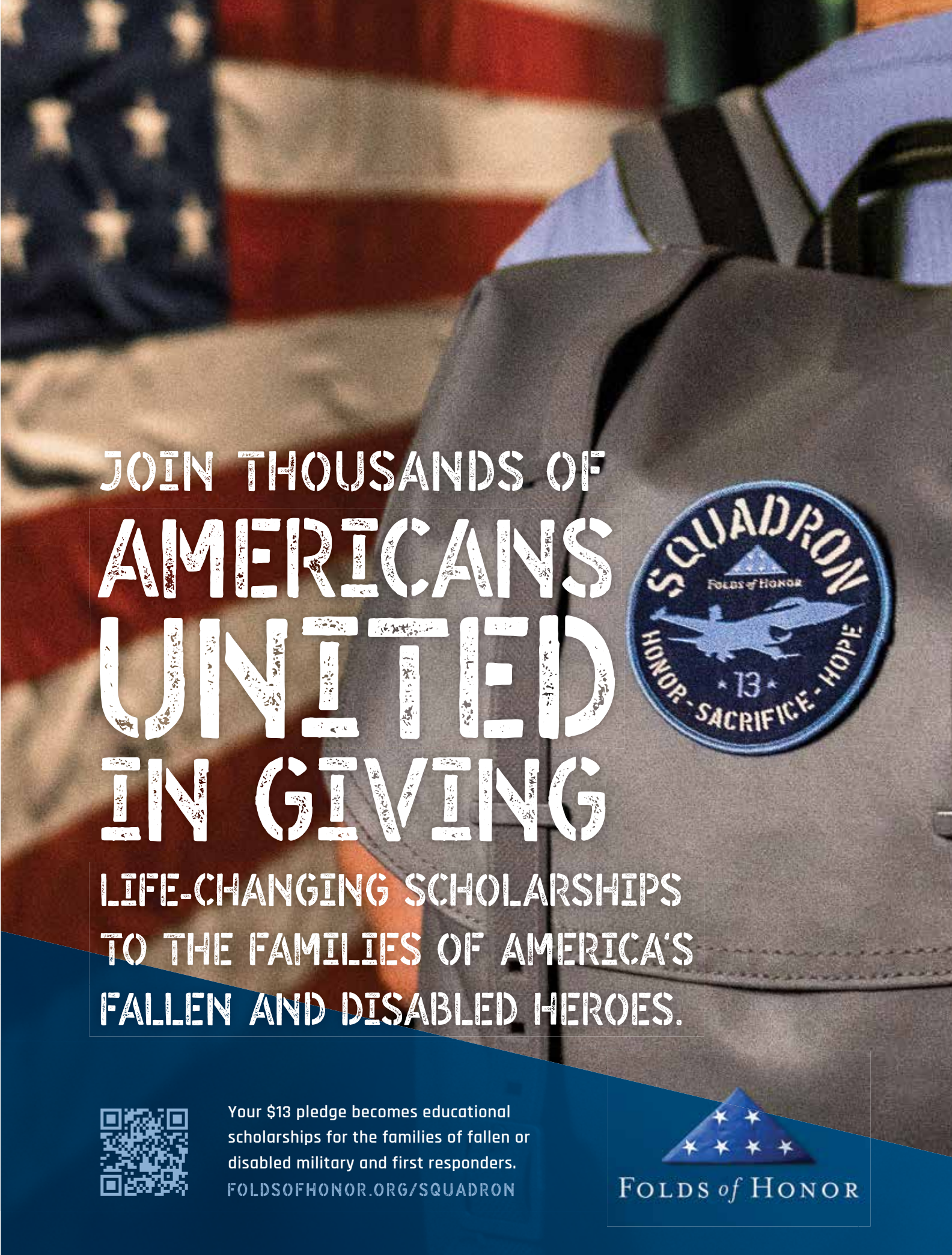
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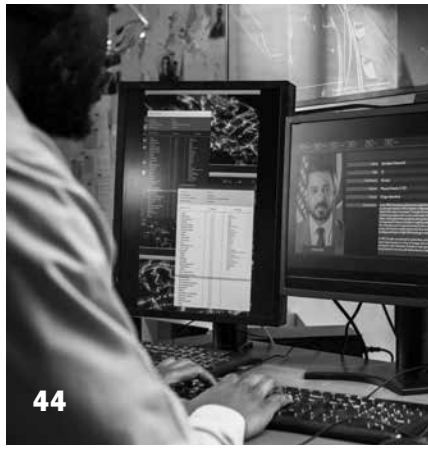



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***Cover:*** *Photo taken by Nils O. Graham and used courtesy of The MITRE Corporation. Pictured are Denise Reyes and Steven G. King, both of MITRE.*

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# Innovative Training to Advance Policing

**John Letteney**
**Chief of Police**
*Thomasville Police Department, Georgia*

> "Our responsibility as police leaders is to always be conscious of new and expanding training opportunities."

**AS SOCIETY CONTINUES TO EVOLVE, THE POLICING PROFESSION MUST EVOLVE WITH IT TO MEET NEW DEMANDS AND CHALLENGES.**

Over the past decade, we have witnessed this tremendous evolution. From the introduction of new technology, to changes in policing tactics, to our expanding roles in the types of calls for service we answer, to the ever-changing nature of the threats that we and our communities face—all of these pressures require a constant evolution in training methods.

In the past, most law enforcement training was focused on basic skills such as knowledge of laws and procedures, firearm safety and use, defensive tactics, and physical fitness. Today, the scope of law enforcement training has expanded to include de-escalation, crisis intervention, cultural competency, understanding the psychological and emotional impact of trauma on officers, the importance of wellness, and many other topics.

Our responsibility as police leaders is to always be conscious of new and expanding training opportunities, to stay up-to-date on the latest laws and regulations and how they may impact training and tactics, and to explore new and innovative approaches so that our officers and non-sworn staff remain safe and are able to effectively address the various situations that they face while maintaining trusting relationships with our communities.

We have seen the tremendous impact that technology has had on training and education in recent years. One of the most recent developments in law enforcement training has been the introduction of virtual reality (VR) simulations. These simulations allow officers to experience realistic scenarios in a controlled environment, giving them an opportunity to practice their skills in a safe but true-to-life manner. VR can be used to simulate a variety of scenarios, such as active shooter situations, hostage negotiations, and mental health crises, giving officers the opportunity to experience real-life situations in a controlled environment.

Agencies all over the globe are implementing VR training simulations. For example, Taiwan recently incorporated VR technologies in the training of officers at the National Police Agency (NPA) to better prepare them for handling various situations they may encounter on the job. Through this training, officers can refine their de-escalation skills and work with fellow officers to bring situations under control. Additionally, the NPA has set up 10 simulated shooting ranges to aid in firearms training.

The NPA is not the only agency doing this—there are countless examples in the United States as well, as seen with the Scranton and Dunmore police departments in Pennsylvania. They are using VR simulations to immerse police officers in different scenarios of varying intensity. Instructors are then able to observe how each officer handles the situation and provide constructive

feedback in real time. Furthermore, these agencies are taking a regional approach, by providing other agencies with access to this important training tool. Doing so has allowed agencies who may not be able to invest in such technology to also benefit from this training. This is a great example of collaboration in our profession, with the outcomes of serving many communities and enhancing officer safety regionally.

Another innovative element that has changed the face of law enforcement training is that of body-worn cameras. Body-worn cameras provide a first-hand account of an incident, giving officers an accurate view of the situation and allowing them to review the footage for learning purposes and to further identify training needs. The use of body-worn cameras has also been shown to reduce police misconduct while improving public trust in law enforcement. The use of this technology also has the potential for improving community members' behavior while interacting with the police when people know their actions are being recorded.

Finally, law enforcement agencies are using data and analytics to evaluate the performance of their personnel, allowing police leaders to not only assess the performance of individual officers, but also the performance of the agency overall. This has helped law enforcement agencies identify areas of improvement and develop more targeted training, while also validating the training programs that meet their needs.

As the profession continues to advance to keep pace with the changing needs of our communities and the ever-evolving threat landscape, innovation in law enforcement training will remain essential for ensuring that officers have the skills and resources they need to stay safe and protect their communities. With the help of technology and new approaches to training, law enforcement organizations can provide their personnel with the tools they need to do their jobs effectively and efficiently.

*Image by Joe Raedle/Getty Images*

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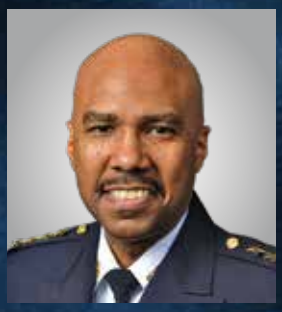

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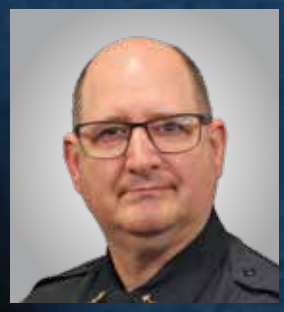

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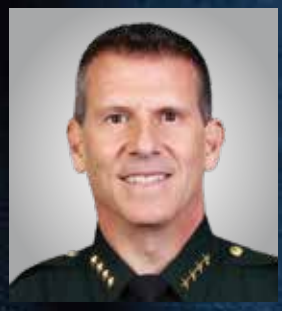

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# IACP TECHNOLOGY CONFERENCE

Registration is open for the 2023 IACP Technology Conference! The 2023 Technology Conference will be held at the Salt Palace Convention Center on May 22–24 in Salt Lake City, Utah. As the premier professional event dedicated to discussing technology in law enforcement, attendees can expect quality presentations, professional development, and networking covering a broad array of new and emerging technology.

Learn more or register at **theIACP.org/tech-conference**.

## IACP Awards Open for Nominations

Many of IACP's annual awards are now accepting nominations. Don't miss the opportunity to recognize a project, team, agency, or rising leader who exemplifies leadership, innovation, and service, representing the best of law enforcement!

Deadlines:

- 2023 Leadership Awards: March 31, 2023
- 40 Under 40: March 31, 2023
- Webber Seavey Award: March 31, 2023
- Police Officer of the Year: April 28, 2023

Learn more or submit a nomination at **theIACP.org/awards**.

## Policy Resource

The IACP Law Enforcement Policy Center has released a Considerations Document and Concepts & Issues Paper on the topic of drug recognition experts (DREs). These documents provide police agencies with guidelines and procedures for establishing and maintaining a Drug Evaluation and Classification (DEC) Program and address the efficient use of DREs.

Members can access these and other policy documents at **theIACP.org/policycenter**.

## Submit Your Leadership Question

*Police Chief* is seeking your leadership questions for the monthly The Advisor column. Every issue, three members of our mentor panel share their experiences and answer important questions about leadership to help guide new and future law enforcement leaders.

Have a question you'd like to see answered? Send it to **editor@theiacp.org**.

# IACPlearn Education Opportunities

IACPlearn

- **Mass Violence Advisory Initiative: Communication During Crisis (Podcast)**

  Hear from Sheriff John Mina and Director of Strategic Communications Michelle Guido from the Orange County, Florida, Sheriff's Office as they discuss their partnership and share the lessons they learned from their response to the Orlando, Florida, Pulse Nightclub shooting in 2016. *Free to members and nonmembers*

- **Introduction to Juvenile Interrogation Techniques (Training)**

  This training will assist participants in identifying potential investigative traps, identifying interrogation approaches and strategies, and understanding the importance of the "totality of circumstances." In addition, trainees will learn to develop age-appropriate *Miranda* statements, describe the cautions and considerations for using the strategies when interrogating youth, and analyze a juvenile's behavior in an interrogation to determine the most appropriate approach. *Free to members and nonmembers*

- **Intermediate Juvenile Interview and Interrogation Techniques (Training)**

  This training aims to provide law enforcement officers with information on best practices and procedures on juvenile interview and interrogation tactics with a focus on age-appropriate methods for improving investigative interactions with children and youth. *Free to members and nonmembers*

Visit **learn.theIACP.org** to register for these and other training and education offerings.

# HENRY SALUTES AMERICA'S LAW ENFORCEMENT

Henry Repeating Arms, one of America's leading firearms manufacturers, is a longtime advocate for the men and women of law enforcement and the organizations that help support them and their families.

The gunmaker is proud to announce recent donations totaling $200,000 to some of the nation's most impactful law enforcement support organizations including the Fraternal Order of Police, the National Sheriffs' Association, the American Association of State Troopers, the First Responders Children's Foundation, and Concerns of Police Survivors.

Henry Repeating Arms also offers a variety of special edition models, like the fully engraved and hand-painted Law Enforcement Tribute Edition rifle. Other models include their American Sheriff Tribute Edition rifles, Fraternal Order of Police Tribute Edition rifles, and a unique program offering custom engraved rifles for departments.

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# Q: How does your agency apply innovative ideas to traditional training methods?

**A:** Traditional firearms training focuses on shoot/don't-shoot judgment and marksmanship. In Springfield, Massachusetts, firearms training uses life-like scenario-based phases that keep the trainees unaware if the scenario will involve a deadly force situation and force them to assess de-escalation options, thus reflecting the broader nature of the shoot/don't-shoot decision process. In deadly force scenarios, trainees must demonstrate maneuverability and marksmanship during a realistic, high-stress environment, unlike past firearms range training where trainees remained static. The trainees must then summon medical assets and provide aid to the offender and participate in the post-shooting interview. Incorporating these innovative changes is essential to an officer's emotional ability to transition from a survival mindset to a lifesaving one.

**Eleni Barbieri, Sergeant**
*Springfield Police Department, Massachusetts*

**A:** Innovation is inspired by listening to the needs of police personnel and the communities we serve. Officers have requested additional reality-based physical scenario training. The community has requested access to and understanding of how police respond to certain situations. In response to these requests, the Nassau County Police Department is adding a full-scale Training Village to our new, state-of-the-art David S. Mack Center for Training and Intelligence. This Training Village will consist of structures representing various physical environments in a typical suburban setting. Officers will be able to refresh their tactical and de-escalation skills, and community members will be invited to participate in non-tactical role play. Active listening inspires meaningful innovation.

**Leslie Moulds Olsen, Inspector**
*Nassau County Police Department, New York*

**A:** The Youngstown Police Department (YPD) continually seeks innovative ways to enhance officer training while simultaneously keeping the community informed of what we do on the streets. To that end, for the past several years, YPD has partnered with community stakeholders (including political figures, religious leaders, activists, media personnel, schoolteachers/administrators, and others) to conduct joint use-of-force training exercises. These sessions combine sworn officers and community stakeholders engaged together in classroom training followed by practical and realistic use-of-force scenarios, including traffic stops and calls for service (both using simunition), and the use of a training simulator. All parties debrief at the end of the day and have candid conversations about expectations, lessons learned, and ways for moving forward together.

**Jason Simon, Captain**
*Youngstown Police Department, Ohio*

**A:** Traditional training methods emphasize knowledge transfer or skill development. Our agency also provides life-changing educational opportunities to our staff by sending individuals on "American Pilgrimage" trips through the deep U.S. South conducted by an external nonprofit. These eight-day experiences take our current and future leaders to some of the places where the mistrust, fear, and division were born in the United States. Visits to historical sites and immersion in the untold history of the African American experience open officers' hearts and minds in a powerful way. Transformative changes in understanding these experiences enhance our leaders' abilities to serve the community from a more enlightened and equitable mindset.

**Jeffrey Glover, Chief**
*Tempe Police Department, Arizona*

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# 1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive is answered by experienced leaders.

## Q: *In a time when agencies are experiencing significant budget constraints, what recommendations would you have for a new chief to provide personnel with necessary but cost-effective training?*

**A1:** *Chief Brammer:* Training is a critical component for the success of any police agency and can be one of the most challenging, especially when budget constraints are present. I believe the best recommendation to a new chief seeking to provide cost-effective training is to have a comprehensive training plan that focuses on the needs of the community and is in line with the department's mission. Prioritizing certifications of instructors will allow internal training to ensure basic certifications are maintained with little or no cost. The emphasis should be on training that can be brought back and shared with the rest of the organization versus training that only benefits an individual.

**A2:** *Chief Stewart:* My recommendations to new chiefs in times of budgetary restraint are to think creatively, combine forces, and seek out free training opportunities in order to provide personnel with necessary but cost-effective training. By thinking creatively, departments can use subject matter experts (SMEs) from among their ranks to provide no-cost training to all personnel. Additionally, agencies can work together to host multiagency training using a shared-cost methodology or by providing SMEs from their respective agencies to facilitate no-cost training opportunities. Finally, there are federal agencies, e.g., FEMA and the Department of Justice (DOJ), and state Police Officer Standards and Training (POST) councils that provide no-cost training on numerous topics to law enforcement agencies.

**A3:** *Chief Younger:* If policing is to be considered a profession, training must be a foundational component of every policing agency. Economic conditions, staffing availability, and service demands can all present challenges for a police chief in providing training opportunities for the agency's members. State certifying agencies, in-house instructors, and local partner agencies provide opportunities for chiefs to expand training options for their department. Training offered by state certifying agencies is often free of charge and frequently offered online. In-house instructors who can create and deliver accredited training can be extremely valuable. Last, partnering with other agencies to share training can save time and money. A culture that values continuous learning is one of the greatest gifts a police chief can provide.

### MEET THE MENTORS

**Bob Brammer, Chief of Police**
DURANGO POLICE DEPARTMENT, CO

**Eric R. Stewart, Interim Chief of Police**
LOVELAND POLICE DEPARTMENT, OH

**JD Younger, Chief of Police**
CITY OF EDMOND POLICE DEPARTMENT, OK

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# Balancing Training Innovations with Legal Standards

BY
Eric Daigle, Principal/Founder, Daigle Law Group LLC

**THE AUTHOR'S EXPERIENCE IN LITIGATION, EVALUATION OF CONSENT DECREES, AND IN CONDUCTING OPERATIONAL STUDIES OF DEPARTMENTS HAS SHOWN THAT AN AGENCY'S "CUSTOM" IS THE MOST DIRECT WAY TO IMPOSE SIGNIFICANT LIABILITY ON AN AGENCY.**

The best way to combat "custom" is through the implementation of clear policies, comprehensive training on those policies, and close and effective supervision. To this end, innovations in law enforcement training have benefited and will continue to benefit departments. Effective, comprehensive training, however, must maintain focus on legal objectives and "clearly established law."

The 2020–2021 U.S. legislative session resulted in an all-time high of proposed legislation that focused on controlling police policies and practices. According to an article from Daigle Law Group:

> *Forty-eight states have proposed legislation that would have a negative impact on law enforcement or require a change in practice or policy. When certain policy items become a requirement under new laws, they often result in significant consequences for officers that may include suspension, decertification, personal liability, and criminal sanctions.*
>
> *Fifteen states have proposed legislation to abolish or limit qualified immunity, twenty-one states proposed legislation to subject officers to personal liability for lawsuits, and nineteen states want to create stricter standards [for qualified immunity] than those found in* Graham. *When the courts give officers guidance, it creates clearly established law that [translates into required] training standards. When agencies choose to ignore clearly established law, they assume the liability when their training, policies, and standards of conduct are found to be inconsistent with court rulings.*[1]

The *Monell* liability theory ("pattern and practice liability") was created in *Monell v. Department of Social Services of the City of New York*. Most of the time, the claim alleges the agency failed to properly train or supervise the officer and that failure led to the alleged injury. Often, the court puts it this way: The plaintiff must show that an official agency policy was the "moving force behind the violation of a constitutional right."[2]

In *City of Canton v. Harris*, the U.S. Supreme Court ruled that a municipality may be held liable in certain circumstances for constitutional violations caused by its failure to train employees. The Supreme Court in *Harris* holds that inadequate training may serve as a basis for §1983 liability where the failure to train amounts to "deliberate indifference" to the constitutional rights of persons with whom the police may come into contact.[3] In the court's view, the issue of the degree of fault is fundamentally related to the policy requirement of *Monell*.

The court explained that to establish *Monell* liability on a failure-to-train theory, a plaintiff must prove:

> *(1) the city failed to train or supervise the officers involved; (2) there is a causal connection between the alleged failure to supervise or train and the alleged violation*

*of the plaintiff's rights; and (3) the failure to train or supervise constituted deliberate indifference to the plaintiff's constitutional rights.*[4]

The Supreme Court held that liability may be imposed where

> *in light of the duties assigned to specific officers or employees, the need for more or different training is so obvious, and the inadequacy so likely to result in the violation of constitutional rights, that the policymakers of the city can reasonably be said to have been deliberately indifferent to the need.*[5]

Under these circumstances, "the failure to provide proper training may fairly be said to represent a policy for which the city is responsible."[6]

Evolution of both technology and the public demands on law enforcement personnel have rapidly redefined the job of policing. Actions of the police have dominated nearly every conversation across the United States. Law enforcement


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> ***Training made necessary by present-day conditions cannot solely be met via the traditional in-person classroom approach.***

actions monopolize nightly news broadcasts and social media posts and often lead to quickly escalating public protests. The public expects law enforcement personnel to swiftly solve intricate problems and circumstances, but often do not fully understand the difficulties of doing so. To perform their jobs effectively and safely, law enforcement officers are required to be educated on a vast array of ever-changing topics. In light of this truth, the author would argue that the training made necessary by present-day conditions cannot solely be met via the traditional in-person classroom approach.

A 2010 study conducted by the Department of Education found that online and instructor-led training was statistically equivalent in terms of learning outcomes. In 43 out of 50 learners, the research showed that students in online conditions performed modestly better, on average, than those learning the same material through traditional face-to-face instruction.[7] Learning outcomes for students who engaged in online learning exceeded those of students receiving face-to face instruction, with an average effect size of +0.20 favoring online conditions.[8] The analysis from the Department of Education concluded that, overall, students doing some, or all, of a course online would rank almost 10 percent higher than the average classroom student.

Technology has closed the accessibility gap of in-person training. Distance learning makes it possible for visionary experts to now reach students who would not typically be able to attend their training sessions. Online learning offerings are being designed to enhance the quality of learning experiences and outcomes. One common conjecture is that learning a complex body of knowledge effectively requires a community of learners, and that online technologies can be used to expand and support such communities. By bringing together students from different environments with vastly different experiences, officers are able to share, relate, and learn from one another in a way that was not possible before. Class discussion boards have become avenues of discourse among student officers regarding policies, best practices, and ways to successfully engage their communities. Online, collaborative learning environments allow officers to share what worked for them and where they went wrong so others do not have to learn through trial and error. This is in contrast to in-person training where many officers are trained with others in their own department or neighboring departments, where the participants' experiences are likely similar.

While advances in technology may increase the convenience of online learning and may enhance the adult learning structure, the legal requirements mean that part of that training must remain the same—namely, the content. In determining if a department has met the *Monell* requirements of "failure to train or supervise," the plaintiff must prove that the actual training constituted "deliberate indifference" to the plaintiff's constitutional rights. A department is held responsible for the content that is provided to its employees during training. The legal requirements mandate that that new and innovative training still meets the requirements of traditional classroom-based training programs. The requirements set an expectation that that the department will validate the instructors and ensure the content meets training requirements and addresses the department's policies. It is recommended that after providing generic training, a department should follow up with specific training on its policies.

Given the clear benefits of online training, agency executives are encouraged to take advantage of this effective tool readily available to them to provide their personnel with comprehensive, current training to meet the challenges associated with the ever-changing landscape of law enforcement. The knowledge and experience gained through this process will prove invaluable to the officers and the agency.[9] Nonetheless, when implementing these innovative training methods, do not neglect to confirm the content meets the legal standards in your jurisdiction to reduce risk to your officers, agency, and community.

NOTES:

[1]Sean Case and Eric P. Daigle, "Finding a Way Forward – Taking Back Responsibility in Law Enforcement," Legal Update Articles, DLG Learning Center, November 16, 2021, https://dlglearningcenter.com/finding-a-way-forward-taking-back-responsibility-in-law-enforcement.

[2]Monell v. Department of Social Services of the City of New York, 436 U.S. 658 (1978).

[3]City of Canton v. Harris, 489 U.S. 378 (1989).

[4]*Harris*, 489 U.S. 378.

[5]*Harris*, 489 U.S. at 390.

[6]*Harris*, 489 U.S. at 390.

[7]The meta-analysis was run also with just the 43 studies with older learners. Results were very similar to those for the meta-analysis including all 50 contrasts. Variations in findings when K-12 studies are removed are described in footnotes. U.S. Department of Education, *Evaluation of Evidence-Base Practices in Online Learning: A Meta-Analysis and Review of Online Learning Studies* (Washington, DC: U.S. Department of Education, 2010), https://www2.ed.gov/rschstat/eval/tech/evidence-based-practices/finalreport.pdf.

[8]The + (plus) sign indicates that the outcome for the treatment condition was larger than that for the control condition. A – (minus) sign before an effect estimate would indicate that students in the control condition had stronger outcomes than those in the treatment condition. Cohen suggests that effect sizes of .20 can be considered "small," those of approximately .50 "medium," and those of .80 or greater "large." Jacob Cohen, "A Power Primer," *Psychological Bulletin* 112, no. 1 (1992): 155–159.

[9]Eric P. Daigle, *Online Law Enforcement Training Programs White Paper* (DLG Learning Center, 2022), https://dlglearningcenter.com/online-law-enforcement-training-programs-white-paper.

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BY
Dan Brite, Detective, Douglas County Sheriff's Office, Colorado

# Therapy Dogs in the First Responder Profession

**EVEN THOUGH STUDIES ON THE USE OF THERAPY DOGS FOR IMPROVED PSYCHOLOGICAL OUTCOMES HAS BEEN AROUND FOR DECADES, FIRST RESPONDERS HAVE ONLY BEGUN TO REALIZE THEIR PURPOSE WITHIN THE PROFESSION.**

For example, in Colorado, law enforcement agencies are using therapy dogs in three creative ways. One agency is using a therapy dog in schools with school resource officers because the dog is able to not only break down the barrier between the officer and students but can also help alleviate some mental health symptoms in students. Another agency is using a therapy dog to respond with the Community Response Team (cop and therapist) as an aid in responding to mental health calls. The Douglas County, Colorado, Sheriff's Office deploys a therapy dog in the wellness program that is specific to employees and their families. Regardless of the method used to deploy a therapy dog, it is sure to make a positive impact within the agency and the community.

## EVIDENCE-BASED APPROACHES

The policing profession is riddled with traumatic events. The negative impact these events have on mental health puts law enforcement at a much higher risk for various mental health issues like post-traumatic stress disorder, anxiety, depression, suicide, substance abuse, and insomnia. If these issues are coupled with the mental health stigma in society—and especially in the law enforcement profession—a recipe for disaster is created. One goal in this profession is to have the mindset of healthy hire to healthy retire when taking care of agency employees. Many agencies already struggle with recruitment, and if leadership doesn't focus on improving mental health care for their officers, then they are also going to struggle with retention.

One significant positive impact the Douglas County Sheriff's Office has experienced with using a therapy dog, Fergus, is his ability to reach the veteran officers who have experienced some traumatic events but are hesitant to seek mental health resources. The agency's wellness office is strategically located by the employee entrance. Everyone passes the office at least twice a day—when they come to work and when they leave. Fergus intentionally lays in the hallway so he must be stepped over or petted to get by. This has proven useful in connecting with the more seasoned officers because they always stop to pet Fergus. In some interactions, the anxiety and stress reducing effects Fergus has on a seasoned officer are physically visible. As the officers stop more often to interact with Fergus, the wellness team members are able to check-in with those officers. Soon, the officers are coming into the office to be connected with much-needed resources. It is a process, but over time, the team slowly works that connection with Fergus to bridge that gap.

There are multiple research studies that demonstrate the pros of having a therapy dog. One study found that a 15-minute interaction with a therapy dog after witnessing a traumatic event reduced anxiety. Another study in a health care setting found that interactions with a therapy dog anywhere between 5 to 45 minutes reduced cortisol levels, lowered blood pressure, and decreased anxiety while also improving the good feelings produced by oxytocin, dopamine, and serotonin. Also, multiple studies found that short-term and unstructured interactions with a therapy dog reduce distress levels, while the dogs serve as a comforting and nonjudgmental presence that can provide a positive tangible tool and sensory distraction.

Fergus has also been very useful after critical incidents and in critical incident

debriefs. Officers in a state of hyperarousal due to a critical incident are not going to be able to retain much of what a peer supporter or supervisor says to them until they return to baseline. Allowing officers to interact with the dog gives them a chance for their physiological and psychological states to return to more of a homeostasis. When an individual is more relaxed, their anxiety is reduced, and hyperarousal has diminished, the conversations will be more beneficial and the resources provided will be better received. This will inevitably lead to improved peer support and wellness outcomes.

An individual doesn't have to wait until they are in crisis to reap the benefits of a therapy dog. Fergus roams the Douglas County Sheriff's Office headquarters and interacts with employees in briefings, dispatch, investigations, records, and so forth. He has even been caught napping in various offices. One thing that has been consistent with employees interacting with Fergus is their smile. Even the positive psychological outcomes of a simple smile is useful in improving mental health.

### DOG SELECTION AND TRAINING

There are multiple foundations across the United States that will help with selecting the right dog, its training, and the cost of a program. Some things to consider with a therapy dog are breeds that are considered low shedding. Fergus, a standard Poodle and giant Schnauzer mix, is considered hypoallergenic, and, when he interacts with officers in uniform, he doesn't cover their uniform in dog hair. Dogs with floppy ears are also a plus in the therapy world. Pointed ears are generally associated with being aggressive. The physical appearance of a therapy dog can improve interactions with employees and even the community. Another consideration is to make sure the breed has a good temperament for the job.

Training a therapy dog and its handler is a lifelong commitment. Similar to police K9s, the training doesn't stop once they are certified. Fergus and his handler, Detective Dan Brite, train on a regular basis with a reputable company in Colorado. Because Detective Brite was paralyzed in a line-of-duty shooting, Fergus is unique in that he is a certified service dog and is also trained in animal assisted therapy. His training consists of disability task work, public access, technical obedience, therapy-based intervention, passive entry, and sustained deep pressure therapy. There are several organizations that can help train and certify a therapy dog for a law enforcement agency. It is always recommended to exercise due diligence in selecting the handler, the dog, and the training program. The effort is well worth it because a therapy dog can help save lives.

Probably one of the best things about Fergus is that his constant presence represents the agency's wellness program and brings awareness to the resources that are in place to take care of employees and their families.

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BY
Dale Stockton,
Chair, Spirit of Blue Foundation

# Tire Deflation Devices – Worth the Risk?

**TIRE DEFLATION DEVICES (TDDS), OFTEN CALLED SPIKE STRIPS, HAVE BEEN USED IN LAW ENFORCEMENT SINCE THE 1990s.**

Although their use has often resulted in ending a pursuit, TDDs have collaterally contributed to injuries and deaths of both officers and civilians. While the data on civilian casualties is limited, more than 40 officers are known to have lost their lives while engaged in TDD deployments. Hundreds more officers have sustained career-ending injuries. Can TDDs be an effective tool for law enforcement or is the associated risk so great that agencies should reconsider their use?

## WHAT IS KNOWN ABOUT TDD-ASSOCIATED LODDs

Line-of-duty deaths related to TDD deployments have involved officers from all types and sizes of agencies with varying levels of experience. Most were line-level personnel, but several supervisors and even command personnel have been killed. A high percentage of TDD-related losses occurred when multiple agencies were involved, and approximately one in five losses were the result of officers being struck by a law enforcement vehicle.

## SOME IMPORTANT CONSIDERATIONS

The deployment of TDDs is most frequently associated with a high-speed pursuit that involves multiple officers and often multiple agencies. The variables of suspect actions, communication challenges, extreme closure speeds, line-of-sight distance (or lack thereof), and constantly changing locations all introduce opportunities for tragedy. This is why training and policy play such an important role. They cannot eliminate the associated risk, but they can help prepare officers and provide guidelines that can serve to mitigate (not eliminate) the risk.

## A SNAPSHOT OF TDD USE ACROSS U.S. LAW ENFORCEMENT

In a 2022 survey regarding the use of TDDs, more than 70 U.S. law enforcement organizations reported they chose not to use TDDs, and more than 40 agencies reported they had decided to discontinue the use of TDDs, most often due to safety concerns. Regarding training, most agencies use a training video or have officers practice throwing a training device under controlled conditions. Less than half of respondents indicated training consisted of in-field deployments. Perhaps most concerning was that 50 percent of the responding agencies did not conduct any level of ongoing training regarding TDD use.

## HIGH RISK/LOW FREQUENCY

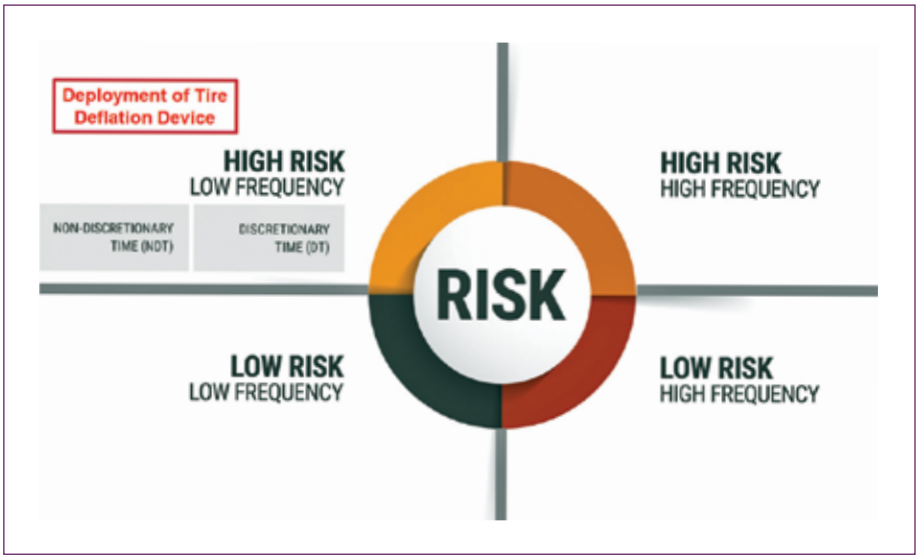
Gordon Graham is one of the most widely recognized presenters on risk management in public safety. He is probably best known for the phrase, "If it's predictable, it's preventable." Graham frequently uses a simple diagram in his presentations that consists of four quadrants, each representing a different combination of high or low risk, and high or low frequency. When it comes to deploying TDDs, Graham says the combination of extreme risk combined with relatively low frequency of occurrence underscores the importance of proper training and policy. "That top left box is of great concern to me. There is very little discretionary time in these TDD deployments, and the risk is extreme." Graham says that when he first became aware of the level of TDD losses, he was inclined to recommend that departments prohibit their use. "However, with proper policy and training, there are circumstances where TDDs may be a viable option," Graham said. "Blanket prohibition of their use is not something I would recommend."

## BEST PRACTICES

Although jurisdictional and deployment environments vary greatly, there are several best practices that agency leaders should consider regarding TDD deployments:

**1. Conduct in-field practical training.** Many times, officers have been lost or seriously injured while preparing to deploy TDDs. It is imperative that officers be familiar with their equipment, that it be readily accessible, and that they understand the importance of quickly assessing the planned deployment location. If training is limited to a video and tossing a dummy device in a parking lot, officers are likely to be ill equipped for this very dangerous task.

**2. Provide refresher training.** Approximately 25 percent of 2022 survey respondents indicated their agency conducted annual training. Considering the inherent risk, this should be a minimum standard that




> *Deploying a TDD is one of the most dangerous activities an officer can engage in.*

*every* organization puts on the calendar and notes in annual evaluations. Training should include a review of department policy.

**3. Stress the importance of cover—real cover.** The majority of TDD losses involve an officer being struck by a fleeing vehicle, clearly demonstrating the absolute necessity that cover be a key component of any planned deployment. There have also been a significant number of officers killed and seriously injured because they were struck by their own vehicle, which they were using for cover. Although general officer safety training often stresses the protection that can be provided by a patrol car, this is not adequate cover for an oncoming 100 mph object that weights three to four thousand pounds.

**4. Demonstrate and discuss speed and closure times.** A vehicle traveling at 100 miles per hour travels the length of a football field in two seconds. Training should address consider line-of-sight, reaction times, and access to cover (real cover), as well as emphasizing how difficult it is to assess speed and distance at night. When one considers these factors, it is clear that tossing a practice device in a school or church parking lot is not adequate training.

**5. Consider limiting deployments to pre-designated deployment zones.** Most communities have key ingress/egress areas that could be evaluated for their suitability for TDD deployments. Pre-designated areas will result in better awareness of distance and available cover. Depending on the jurisdiction, it may be practical to install a traffic box containing the TDD so that any available unit can conduct a deployment at an approved and scouted location.

**6. Limit deployments on high-speed multi-lane highways or expressways.** It is much too likely that an officer will be caught in the open, and there is added risk from a higher volume of uninvolved vehicles traveling at high speed.

**7. Stress the importance of clear communication and consider a regional approach to pursuits, including the use of TDDs.** The majority of line-of-duty deaths involving TDD deployment took place when multiple agencies were involved. Sometimes an officer was struck by another agency's vehicle. It is imperative that all involved units know that a TDD deployment is planned and are aware of the specific location. Officers conducting the deployment should never assume that other agencies have gotten the word. This is another reason why having adequate cover is an absolute must.

**8. Have a policy that provides officers with clear guidance on when and how TDD deployments are authorized.** As mentioned previously, make policy review part of the refresher training.

**9. Empower officers with the ability to stand down on a deployment.** Sometimes, the circumstances or speeds involved just make a deployment too dangerous. Just as officers are encouraged to terminate a pursuit when appropriate, officers should know it is okay to forgo a planned TDD deployment.

In sum, deploying a TDD is one of the most dangerous activities an officer can engage in. There are so many variables in play, and a great number of them are beyond an officer's control. Proper training, planning, and policy should all be in place before officers engage in TDD deployments.

# Assessing Acute Stress Response During Live-Action & Virtual Reality Training

**BY**
M. Hunter Martaindale, PhD, Director of Research, ALERRT, Texas State University

**SCENARIO-BASED TRAINING (SBT) IS COMMONLY USED TO SUPPORT CLASSROOM INSTRUCTION AT POLICE TRAINING ACADEMIES OR IN CONTINUED EDUCATION PROGRAMS (99.7 PERCENT).[1]**

SBT consists of artificially constructed scenarios that are designed to provide practice for the trainees while also allowing the instructors to assess the knowledge, skills, and abilities discussed in the classroom. SBT allows instructors to provide direct and immediate feedback, which has been shown to substantially increase skill-based performance in police training.[2] Another important strength of SBT is the ability to safely simulate a stressful environment.

While SBT is excellent at providing these services, it does have some drawbacks—specifically, agencies must have venues to host SBT. Other concerns include the availability of props, equipment, and adequate staffing for actors and instructors. Scenario consistency becomes an additional concern when an agency must perform the scenario over multiple days with different actors, instructors, or even venue locations. Each of these concerns may lead instructors to worry about training fidelity.

One suggestion to reduce these potential drawbacks of SBT is to incorporate virtual reality (VR) where feasible. Since one use of SBT is to incorporate stress in realistic training scenarios, it is important to understand if VR is comparable. While many studies have shown the negative impact of stress on police performance, research also suggests that trainings should incorporate stress and realism to inoculate officers to the negative physiological effect of high-stress situations.[3] A research team from Texas State University has conducted a series of studies to determine whether a VR scenario can elicit acute stress responses similar to a realistic SBT scenario.

## STUDY DESIGN AND RESULTS

A realistic SBT scenario was conducted first to gather baseline data regarding acute stress response via multiple salivary measures (e.g., α-amylase, secretory immunoglobulin-A [SIgA]).[4] Participants arrived at the study location and rested in a quiet room for 30 minutes. They then provided saliva samples 30 minutes and 5 minutes prior to an active shooter scenario, as well as 5 minutes and 30 minutes after the active shooter scenario. The scenario began with a fake dispatcher informing the participants that there were shots fired at a local university. Participants then heard simulated gunfire from within the structure. Upon entering the structure, participants heard a simulated fire alarm and were confronted with the first victim (a wounded female screaming on the floor). As they approached the classroom with active gunfire, a second wounded female victim ran out of the room and past the participants. The participants approached the classroom threshold and witnessed the shooter fire a final shot at a male victim, as well as witnessing a fourth victim on the floor. At this point, if a participant hadn't already fired a blank gun at the shooter, the shooter turned toward the door.

The research team employed professional actors for the duration of the study to ensure consistency and realism throughout the experiment. Participants experienced an immediate spike in α-amylase (an acute measure of stress) immediately following the approximately 50-second scenario ($p < .001$). This stress spike then returned to baseline in the +30-minute saliva sample.

The research team filmed multiple runs of the scenario with a 360-degree camera and captured individual audio recordings of each actor, siren, and gunshot. All these media were provided to a VR development company that specializes in military and policing VR applications. The VR company recreated the exact same scenario in a virtual environment for the next phase of the study.

The findings from the VR phase of this study have been reported.[5] The VR scenario and research

protocol were identical to the SBT study in every way. Participants provided the same four saliva samples and experienced the same scenario but in a virtual environment. Much like the SBT data, participants undergoing the VR scenario also experienced a significant stress response immediately following the active shooter scenario ($p < .05$).

It was not possible to conduct these studies with true random assignment to conditions. It is also worth noting that this quasi-experiment was conducted with almost 18 months between the two data collection periods. This was for two primary reasons: (1) the research team had to have the VR environment created from the 360-degree footage, and (2) Texas State University's Institutional Review Board stopped in-person data collection during the COVID-19 pandemic, which further delayed VR data collection. The authors currently have a manuscript under review that compares the results for multiple stress markers collected during the SBT and VR portions of this study while taking the time delay into consideration. In short, the VR scenario produced a comparable acute stress response as the realistic SBT scenario.

## ACTION ITEMS

This series of studies was the first of its kind to examine the stress response of SBT and a purpose-built VR scenario that identically mimics the SBT. The authors do not believe VR should replace all SBT, but they do think VR can serve as a valuable tool for law enforcement trainers. As such, policing agencies should consider these action items when considering VR as a training tool:

- Invest in VR equipment and evaluate whether it adequately offsets the cost of a SBT program.
- Enhance buy-in among the training staff to ensure VR is deployed as intended.
- Seek funding opportunities such as the COPS Office CPD De-escalation Grants.
- Leverage VR training that already exists and consider sharing the VR your agency develops. Unlike SBT, which must be recreated for each use, VR scenarios can more easily be shared across agencies.
- Consider the research potential of VR. It can help agencies understand the impact stress and training has on law enforcement officers and community members (e.g., recall, witness statements, stress inoculation).

## CONCLUSION

Law enforcement agencies face many challenges when it comes to properly training officers to respond to a variety of calls for service. One of the challenges is to ensure officers are exposed to a variety of scenarios, as well as performing under a certain level of stress. VR may help fill the gap for some agencies.

> ***"Using VR, a single system can provide many virtual training environments, avatars, and scenarios."***

Using VR, a single system can provide many virtual training environments, avatars, and scenarios to ensure officers are exposed to different training material with minimal staffing, equipment, or logistical concerns. This approach can be especially beneficial to agencies with limited resources. Further, VR scenarios offer more consistency than SBT does, so training scenarios that work well can be easily replicated or shared, and scenarios that need to be updated can be adjusted with control. Furthermore, the studies described here showcase how VR can elicit an acute stress response even with a relatively short (~50 seconds) scenario, thus demonstrating their effectiveness at efficiently eliciting working conditions similar to reality.

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[4]Matthew J. McAllister, M. Hunter Martaindale, and Liliana I. Renteria, "Active Shooter Training Drill Increases Blood and Salivary Markers of Stress," *International Journal of Environmental Research and Public Health* 17, no. 14 (2020): art. 5042, https://doi.org/10.3390/ijerph17145042.

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Full study available in *Yale Journal of Biology and Medicine*:

Matthew J. McAllister, M. Hunter Martaindale, Andrew E. Gonzalez, and Marcus J. Case, "Virtual Reality Based Active Shooter Training Drill Increases Salivary and Subjective Markers of Stress," *Yale Journal of Biology and Medicine* 95, no. 1 (March 2022): 105–113, PMCID: PMC8961715.

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# Finding A Way Home

**WHEN A CRIME IS COMMITTED, AN EMPHASIS IS OFTEN PLACED ON THE "WHO" RATHER THAN THE "WHY." HOWEVER, ONE AGENCY HAS GAINED MORE SUCCESS AND TRUST IN THE COMMUNITY AFTER TAKING A MORE PROACTIVE APPROACH TO FIGURE OUT WHY THERE HAS BEEN AN UPTICK IN CRIMES OFTEN ASSOCIATED WITH HOMELESSNESS (E.G., LITTERING, PANHANDLING).**

In 2011, the Wichita Police Department noticed that the city's homeless population had doubled. Only two years later, Officer Nathan Schwiethale had brought a solution, which had success in other police agencies: the Police Homeless Outreach Team (H.O.T.).

Officer Schwiethale explained that studies have shown that housing those experiencing homelessness reduces vagrancy-type arrests by 84 percent. With a goal to house as many individuals experiencing homelessness as possible to lower related 911 calls, the team began connecting with providers within the community while also trying to divert minor criminal charges in lieu of services. "We try to focus on the reasons why they are homeless—such as substance abuse or mental illness—and get them connected to those agencies within the community that would be the best fit for them," said Officer Schwiethale.

Unfortunately, the relationship between those experiencing homelessness and the Wichita police officers had disintegrated, since officers are often viewed as those who would take an individual experiencing homelessness to jail or present them with a ticket. This created one of the biggest challenges for Wichita Police Department's H.O.T. program. However, once people saw that the officers were helping individuals connect to housing programs, providers and people experiencing homelessness began to trust in the program, allowing a partnership to develop.

*Image by Stephen Maturen/Stringer/Getty Images*

Through this partnership with community providers, the H.O.T. was able to start a program that would go beyond housing individuals experiencing homelessness—it would house those individuals with loved ones. Since the inception of H.O.T., the agency was being contacted by churches that had people experiencing homelessness who asked for money for bus tickets to go live with their families. The churches were eager to help these individuals, but they feared the money could be used for other purchases like alcohol or drugs. They also had concerns about whether the individuals were asking to leave the city due to being wanted for a crime. The churches' solution was to donate the money to the police department so that the officers could buy a bus ticket after ensuring the person was not a potential suspect for a crime. This was the start of the H.O.T.'s Finding A Way Home program.

With a goal to reunite someone experiencing homelessness with a friend or family member to end their homelessness, the H.O.T. opened a donation account within the city. "Since we are government, all donations are tax deductible, which is often required by organizations or foundations that want to donate to the program," said Officer Schwiethale. The program is funded through grants.

The team also added guidelines to their program, which included that the individuals experiencing homelessness have to be using homeless services in Wichita for 30 days before funds can be used. The team also verifies with the friends or family members that they will take in the individual once a background check has been completed to ensure the person is not wanted in connection with a crime.

The department has noticed that the recurrence of homelessness is reduced even more significantly with the bus program than the housing program. This is believed to be because people are leaving an area that might have had triggers for them and because they are

moving in with someone who offers a support system. The H.O.T. even receives various calls from the individuals helped expressing their support for the program and appreciation for a simple bus ticket. One participant said,

> *I just want to let you guys know that you literally saved my life…I'm no longer on the streets…I'm staying sober. I'm helping my mother. I have family here, so I just wanted to let you guys know I appreciate all your help. You guys saved my life.*

The success of the H.O.T. can be seen across Wichita. Agency leadership placed a performance goal of housing 100 persons experiencing homelessness per year. Each year, that goal has been surpassed, resulting in in housing more than 1,400 people experiencing homelessness. Through the Finding A Way Home program alone, the Wichita Police Department has reunited more than 800 individuals with friends or family over a span of 10 years. Since the team was implemented, the agency has noticed the number of people experiencing homelessness drop by 86 percent. The unsheltered rate has also dropped to 9.9 percent.

Through programs such as Finding A Way Home, the Wichita Police Department's H.O.T. has found a way to establish a relationship with community members and service providers in order to provide the appropriate help wherever possible.

## RECOMMENDATIONS

The Wichita Police Department provides the following recommendations in developing a homeless outreach program such as Finding A Way Home:

- Apply for grants and foundations within the agency jurisdiction.
- Make sure people experiencing homelessness will have a home and the appropriate resources when they get to where they are going.

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# TACTICAL LONGEVITY

## TRAINING FOR ANTI-FRAGILITY IN THE MOMENT AND FROM CALL TO CALL

**BY**
Jennifer Prohaska, PhD, Founder, Insight Public Safety & Forensic Consulting, and Jonas Baughman, Captain, Kansas City Police Department, Missouri

**ANYONE WHO HAS WORKED IN LAW ENFORCEMENT FOR EVEN A BRIEF PERIOD OF TIME IS ACUTELY AWARE OF HOW STRESSFUL THE PROFESSION CAN BE.** Although it can also be a rewarding and fulfilling profession, officers face a variety of stressors that undoubtedly take a toll on their physical and mental well-being, if not their overall quality of life.

Officers' physical and mental health have far-reaching impacts, many extending beyond the officers to their families, colleagues, and communities. Officers' mental health can impact an agency's ability to function, as well, through effects such as

**FIGURE 1**

6 ELEMENTS OF TACTICAL LONGEVITY
VALUES
The ability to utilize what is most important to you when deciding how to act in any given situation and focus on what is important to you when overcoming challenges.
ACCURACY
The ability to fairly assess the situation at hand, focus on what you can control, and take intentional action in the direction of what you can control.
SELF-AWARENESS
The ability to pay attention to your thoughts, emotions, and behaviors, and to consciously know and understand your own motives and desires and how they may contribute to your reactions.
SELF-REGULATION
The ability to change or manage one's thoughts, emotions, behaviors, or physiology for the purpose of achieving a desired outcome.
MENTAL FLEXIBILITY
The ability to look at situations from multiple perspectives, shift ones' thoughts or actions when presented with new information and respond to unexpected change easily.
CONNECTION
The ability to build and maintain strong, trusting relationships.

**"Our recruits are meeting people probably at their worst time. So, it's important to remind the recruit that the reaction was not about them. You have to think where that person is coming from. This person may not have a positive history with law enforcement, that's not against you and it's also an opportunity to change it."**

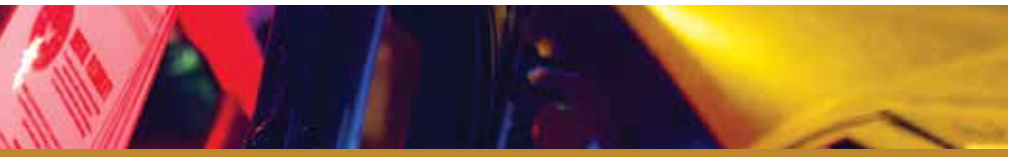
*—KCPD Sergeant Phillip DiMartino*

sick time use (or abuse), absenteeism, and decreased productivity or community engagement.

Knowing this, many agencies have produced their own mental health–related resources, such as officer wellness teams and peer support groups. While these are certainly admirable efforts and play a much-needed role, they often have a reactive focus or application. However, the problems agencies face regarding officers' well-being are substantial, and the profession cannot simply react its way out of this crisis.

While there will always be a need for reactive measures, more focus must be given to prevention when it comes to officers' well-being. Think of it this way: A modern police department seeks strategies to both effectively respond to and prevent crime. Focusing solely on response will not achieve the results desired by both the agency and the community. Similarly, when it comes to officers' well-being, an agency that utilizes a combination of response and prevention will ultimately be more successful in safeguarding its most important resource—human capital. As with combating crime, failing to strike a balance between response and prevention will yield suboptimal results.

In these times when officers are leaving the field at higher rates than ever before, implementing training to address why they are leaving the profession prematurely has never been more important. Many of those reasons are related to developing negative psychological symptoms that directly impact mental health and quality of life. They can range from the development of true clinical impairment due to the symptoms of depression,



During breaks, my FTO and I had many conversations centered on how I felt about certain calls for service. Tactical Longevity was a powerful resource for me that reminded me I am still human, with human emotions, but that there are also very healthy conversations that could be had to process those emotions and keep me resilient. My FTO could apply these principles quickly, giving me an actual skill to use. This was most apparent during a difficult call during my training phase.

On this call, my FTO and I arrived on the scene where a victim had been shot several times. I proceeded to perform life-saving measures, but ultimately, the victim died at the hospital. Seeing the fear in the victim's eyes and seeing the age of the victim made this call particularly difficult. My FTO and I talked about the things that were in my control, such as my training and doing what I could in the moment. We also talked about what was out of my control, like what happened before I ever got there and what happened when the victim went to the hospital.

Even after [finishing field training], my partner and I still practice having those conversations after tough calls. I look at my resiliency skills like a muscle that gets stronger. The more you use it, the stronger it gets, and I credit Tactical Longevity for that growth.

*—Police Officer Jordan Sanders, Kansas City Police Department*

anxiety, PTSD, and alcohol use issues, to more "slow burn" adverse psychological effects such as decreased self-efficacy and a deteriorated sense of control or purpose in one's life.

With that thought in mind, the Kansas City, Missouri, Police Department (KCPD), a large U.S. metropolitan police department facing seemingly insurmountable staffing shortages in recent years, implemented a new program created by police psychologist, Dr. Jennifer Prohaska. Called Tactical Longevity, the program is designed to directly teach a resilient mindset to police recruits through the field training officer (FTO) program. This concentrated training takes place in the moment and from call to call, just like one would teach skills pertaining to officer safety or subject control. The intention is to set more robust psychological norms for better resiliency in the policing culture at KCPD.

## THE BASICS OF TACTICAL LONGEVITY

The foundation of Tactical Longevity rests on six core elements of resiliency, as shown in Figure 1. These elements are first taught to FTOs in a five-hour training block. Under high stress and during high trauma exposures, these six elements tend to erode over time, not only for the recruit but also for the FTOs. For example, self-awareness (one of the six elements) tends to slowly decline as officers are forced to spend their available units of attention on scanning their environment for threats. An officer cannot simply create more units of attention. Thus, as the units of attention are spent scanning outside of themselves for threat, fewer units are available to scan inward for what officers themselves are experiencing. The brain is very much like any other muscle; the more one uses it, the more that particular skill is automatically dominant over a competing skill. Returning to this example, the more one practices outward-facing attention and awareness, the fewer the units of attention available to scan inward for self-awareness. And without good self-awareness, one cannot begin to engage in self-regulation, another one of the six elements of Tactical Longevity.

In addition to the six elements of resiliency, FTOs are given instruction about how and when to apply them in the field with recruits immediately after challenging calls or other incidents. For example, a drive-by shooting involving a child victim would require the FTO to have a brief conversation with the recruit about what was within or outside of the officers' control after the incident concluded. Recruits are then directed by their FTOs to assess themselves on what they could control about the situation and how they performed on those specific aspects of the call. A further discussion follows about how focusing on things outside of one's control leads to negative outcomes, including how directing one's mental energy to the things under a person's control leads to better resiliency.

These interventions are designed to be quick and fluid and take up as few resources as possible on behalf of the FTO and recruit. By teaching perspective shifts that are directly applicable to the moments and situations recruits will experience, the goal is that these officers will learn a new psychological norm that carries them not only through the end of their field training program, but also to the end of their long careers. Tactical Longevity creates a mentally gritty and resilient officer capable of meeting this objective.

Designed to serve as quick-reference guides for purposes such as the conversation previously described these cards are tangible and easily accessible. Although the cards are valuable, the plan is to move such content into a

*Laminated cards containing key training concepts are provided to FTOs.*

more dynamic, mobile device–based platform. In addition to plans for a smartphone app, training videos are sent out every week. Currently geared to FTOs, these videos promote exposure and repetition to Tactical Longevity's fairly complex concepts, ultimately allowing FTOs to easily apply them in the moment.

## TACTICAL LONGEVITY'S EXPECTED OUTCOMES

The following key outcomes are to be expected once Tactical Longevity's curriculum is put in place:

- Increased retention of officers
- Improved agency culture and morale
- Decreased burnout
- An agency-wide anti-fragility mindset shift from the ground up

### Increased Retention of Officers

While most agencies across the United States have recently spent significant time, energy, and money on recruitment, there tends to be a lesser thought of another "R" that is equally important—retention. The newer generation is entering the workforce with entirely different priorities than the generations before them, and with that, comes the challenge of accepting that the newer generation of potential officers does not appear to place the same weight or value on spending their entire careers with a single employer or agency. Although there is a much-needed push for recruitment of more well-rounded recruits, to include those with college-level education, the fact remains many are entering the workforce without valuable life experience that can help them develop maturity, self-regulation, and professional judgment skills. Instead, agencies must make purposeful investments in molding and shaping most recent academy graduates into the officers they need to be so that they are motivated to stay. In order to do this, agencies must tailor their training programs and trainer-trainee interactions with purpose and precision. Doing so helps create a change from the ground up in which newer officers become resilient; dedicated; connected; mentally and emotionally invested; and, ultimately, loyal to the work. Police work is vital for a functioning, safe community, but it is both physically and mentally hazardous. It is, therefore, imperative that officers have the mental fortitude to process and rise above the emotional weight of seeing the worst of human suffering so they can keep their communities safe and themselves healthy.

Tactical Longevity is thus far more than a well-being tool. It inherently promotes increased retention, allowing agencies to make the most out of what is often a harsh recruiting environment.

Since implementing Tactical Longevity throughout the training process, I have seen a vast improvement in the performance of my trainees. This program has provided us with a unique opportunity to use in-the-moment experiences to help teach new officers skills to deal with the stresses and impacts of this stressful career. It has been very rewarding to watch trainees learn these skills at the beginning of their training and continue to utilize them throughout the training process.

I recall one instance in which a brand-new officer had a vehicle elude them during an attempted traffic stop. Being this officer's first experience with this high-stress situation, they quickly became overwhelmed and overstimulated. Seeing this, I coached the officer through various ways to self-regulate. A couple of weeks later, during a similarly stressful situation, I observed this same officer use the skills taught during the first experience to effectively cope with the situation in a productive, calm manner.

Continued use of this program in the training process will help us to build resilient officers with the knowledge and skills needed to have a long successful career in law enforcement.

*—FTO Blake Ross, Kansas City Police Department*

As a field training officer, I not only have the unique privilege of training young officers as they begin their careers, but I also help to shape the future of modern policing. For the past year, I have been accomplishing both by implementing Tactical Longevity throughout the training process. In the past, the law enforcement profession has failed to equip officers with the tools necessary to regulate the wide array of stressors that come with the job. I believe Tactical Longevity is the first effective tool to combat those stressors.

I have implemented Tactical Longevity to connect with my recruits and build the foundation for lasting relationships. It has further provided the opportunity and time to instill valuable lessons such as self-regulation, self-awareness, and accuracy. My recruits are now equipped with the ability to assess situations, focus on what they can control, be aware of their own emotions or thoughts, and purposely manage their thoughts or emotions for the purpose of achieving a desired goal.

I believe the six core elements of Tactical Longevity are essential in building resilient, healthy officers capable of navigating the stressors of a career in law enforcement. Continued use of the program will result in resilient officers equipped with the tools to live healthy lives and provide excellent service to their communities.

*—FTO Cody Lewis, Kansas City Police Department*

## Improved Agency Culture and Morale and Reduced Burnout

Psychological norms for operating in a work culture are best set from the very beginning. Law enforcement can no longer continue to complain about the lower-quality or less-invested police recruit. The profession must adapt to the newer generation of workforce and the challenges they bring to this field in particular. This is best done by utilizing FTOs from the very beginning and taking intentional steps to engage recruits in the mindset that is absolutely required for them to be effective and resilient officers. As touched on before, the day has come for FTOs to be in charge of not only refining a new officer's tangible policing skills but also helping the officer develop the mindset necessary to survive and thrive in police work. If this adaptation is not made, more and more law enforcement agencies may have a similar experience to that of KCPD, in which they routinely lose officers between years three and eight.

Consider the simple analogy of purchasing a new vehicle. It is clearly in one's best interest to perform required maintenance and not skip oil changes or tire rotations. This makes sense from multiple perspectives, including operational and financial. Failing to invest time and resources upfront with a new vehicle will surely reap problems, some more readily apparent than others.

Translated to law enforcement, creating a more resilient psychological mindset, including one that promotes adaptability, flexibility, and the ability to focus on what one can actually control, is critical for preventing early burnout and reducing the potential for premature departure from policing. Burnout is also correlated with lower engagement in the job and is a contributing factor to lower agency morale. By setting the psychological norms early on in an agency's training program, the investment is made for longer-term payoffs, including increased retention, persistent investment in agency goals, and enhanced community interactions due to officers' improved mindsets. Moreover, the authors are confident in saying readers will agree there is still much honor and pride to be found in the policing profession. Improving agency culture through Tactical Longevity's programming enhances officers' pride in the occupation, a necessity that must occur irrespective of the circumstances surrounding officers.

## An Agency-Wide Anti-Fragility Mindset Shift from the Ground Up

The newer generation of individuals entering the workforce are more anxious and depressed and, arguably, the least resilient when compared to the generations before them. This does not create an ideal retention situation for departments. Coupled with an environment in which communities are demanding more out of officers than ever before, the agency's capacity to keep officers mentally well is getting more difficult. This is not only due to recruits' lower entry-level resiliency, but also because the newer generation of officers is coming in with a mindset that is built more for instant gratification and almost immediate observable results of their efforts, which any seasoned officer knows is rare to see on a daily basis. Put simply, law enforcement has a resiliency problem, and it is not great timing.

The Tactical Longevity intervention enables a cultural change from the bottom-up, not the top-down, by teaching new officers the necessary mindset via the most influential person in their career at that point: the FTO. Although supervisory- and command-level engagement is absolutely crucial to all officers' well-being, Tactical Longevity empowers an agency's youngest, and

*Officers in patrol car reviewing Tactical Longevity Cards*

arguably most influential, members and leaders. These new officers are, after all, the future of not only individual police departments but the law enforcement profession at large.

## EVIDENCE-BASED RETENTION AND RESILIENCY INITIATIVES

Beginning in February 2022, the KCPD became the first agency to apply Tactical Longevity. Tactical Longevity's creator and KCPD command staff both believe it is important to take an evidence-based approach when it comes to implementing a new intervention, thus providing insight if the programming is truly worth the effort and can be proven to work. Remarkable and consistently positive anecdotal results have already been observed, but the data for the first cohort of participants are currently being collected and analyzed.

Investigators are gathering data on Tactical Longevity's capacity to positively impact resiliency, burnout, and life satisfaction through members' self-reporting. Information regarding retention is also being collected.

Although data collection will likely continue for weeks to come before firm claims can be made regarding Tactical Longevity's influence on these outcomes, the KCPD fully intends to share its results with the broader law enforcement community. In the meantime, readers should note the program was designed to require very limited resources, so the cost-benefit ratio is as beneficial as possible while it is being empirically validated.

### IACP RESOURCES

- Resilience Strategies for Your Role
- Law Enforcement Agency and Officer Resilience Training Program

**theIACP.org**

- A UK Crisis of Detectives

**policechiefmagazine.org**

### LEARN MORE ABOUT TACTICAL LONGEVITY

Readers interested in learning how Tactical Longevity can better prepare their officers are encouraged to visit **www.tacticallongevity.com**. Visitors can take a simple quiz and immediately see how their agency is performing in the six primary areas Tactical Longevity is designed to positively impact. Contact information is also provided so viewers can learn more about the program and its solutions, as well as co-produce a plan custom-tailored for their respective agencies.

# VIRTUAL (IN)SANITY

## The Added Value of VR in Preventing Ethnic Profiling

BY
Bas Böing, Captain, Chief Inspector, National Police Force, Netherlands, and
P.W. (Peter) de Vries, PhD, Assistant Professor, University of Twente

**POLICE DEPARTMENTS ACROSS THE WORLD INCREASINGLY FACE ALLEGATIONS OF ETHNIC PROFILING.** According to the European Fundamental Rights Agency, ethnic profiling involves treating an individual less favorably than others who are in a similar situation (e.g., by exercising police powers), and where a decision to exercise police powers is based only or mainly on that person's race, ethnicity, or religion. Over the years, law enforcement agencies in Europe and the United States have made considerable investments in professionalizing policing to prevent ethnic profiling. However, attempts to improve officers' knowledge and skills to remedy potential biases toward certain demographic groups have proved challenging and ineffective.

Part of the problem is that ethnic profiling is a topic that seems to be of little interest to many police officers. The subject is sensitive and prone to invoke emotional and defensive reactions. Effectively addressing the issue of ethnic profiling in training is, therefore, challenging. Officers may be unmotivated to take part in interventions in classrooms or via e-learning, and dominant group opinions may cause officers to seek concurrence where constructive debate would be preferred for learning purposes.

Dedicated training and constructive dialogues with peers are vital to make police officers aware of their own prejudices and unconscious biases, and, thus, to mitigate ethnic profiling. Therefore, law enforcement agencies must look for innovative and alternative ways that are both fun and engaging, as well as effective, in facilitating learning on this important matter.

### THE NEED FOR INNOVATION IN TRAINING

Amid increasing calls for reform, police leaders often rely on interventions that promise a quick fix. Examples of common approaches are workshops, diversity training, e-learning, and codes of practice. However, there is no guarantee that any of these interventions will lead to change. They are often supported by anecdotal accounts and experts' endorsements alone and are not scientifically validated. Moreover, it asks, "To what extent are police officers willing to participate?" Earlier studies demonstrate that officers tend to ignore instructions that they fail to see the value of, that lie outside their comfort zone, or that add significantly to their workload. The key, therefore, is to convince them of the

relevance of the reform. What are needed are tools that are perceived as appealing and valuable and, above all, that can help develop a more introspective view, which will stimulate learning.

The challenge in any police training and reform is that police officers cannot be seen as isolated individuals. They are part of a team, often with strong ingroup loyalty and solidarity, and may be confronted with the attitudes of others opposing reform. Collective views, morals, and convictions can make it hard for officers to state their own individual or deviating views, as doing so may lead to bullying, intimidation, and social exclusion. This dynamic can make officers hesitant to discuss sensitive topics or even to challenge the status quo. Therefore, any reform activity must address the social and cultural influences that prevent officers from adopting a desired behavior.

Hence, for officers to adhere to new practices, they must first appreciate the value of such practices. Once officers understand the destructive effects of ethnic profiling, not only on the community but also on the legitimacy and effectiveness of police work, it is more likely that they will become invested in reforms aiming to prevent it. Second, officers must feel safe from the potential disapproval of colleagues to explore different pathways that can lead to better police work. Therefore, the Dutch (Netherlands) police force is investing in tools that address these issues to encourage police officers to adopt more professional behavior, reducing the likelihood of ethnic profiling. One of these tools is virtual reality (VR).

## AN EVIDENCE-BASED INTERVENTION

Together with the University of Twente's psychology department and tech company Scopic, the Dutch police designed an interactive scenario training in 360-film/VR, followed by a group dialogue to reflect on the choices made in VR. The training can best be seen as a form of serious gaming in which participants are constantly compelled to reflect and explain the decisions made in relation to professional police stops and is intended to prevent ethnic profiling.

**FIGURE 1.**

*Example of a presented dilemma during gameplay in which participants were given the choice between apprehending ("aanhouden") or dismissing ("deescaleren") the character.*

**FIGURE 2.**

*Example of a presented dilemma during gameplay in which participants were given the choice between requesting ID ("ID vragen") or dismissing ("laten gaan") the character.*

VR has been shown to cause higher motivation and greater involvement in the learning process. Particularly, its "fun factor" can motivate people to participate, even on controversial topics such as preventing ethnic profiling. Some studies also show that VR can cause distraction from anxiety and pain and is therefore increasingly used in training and therapy. The authors believe that VR could also work well for police officers experiencing frustration, injustice, and anxiety over claims of ethnic profiling.

Important in this respect are the concepts of presence and engagement. Presence relates to the subjective sensation of "being there," which may encourage users to devote attention to the situation they are experiencing. Thus, through their presence, VR may increase users' empathy. The other concept, engagement, builds upon presence. This relates to variables such as enjoyment and involvement and may be instrumental in getting officers into a learning mode. Thus, a highly immersive VR environment, together with a realistic script (from a "street cop" perspective), may create a high sense of presence and engagement, necessary for both cooperation and learning.

The authors believe that having police officers engage in police work and discuss their choices in a controlled, safe, and gamified environment, stimulates the learning that ultimately benefits reform. Additionally, this gamified and direct way of learning ("learning by doing"), through social interaction with peers and under the leadership of an experienced in-service trainer, could be more effective than conventional text-based engagements. Yet, most of the contemporary training measures today consist of codes of conduct, e-learnings, and toolkits to transfer knowledge from one person to another.

## Part 1: Scenario Training in Virtual Reality

The first part of the training consists of a simulation in VR. The simulation puts the participants in a 360-degree environment in the shoes of a police officer, accompanied by a colleague, on a city square or in a parking lot. At the start, the colleague in the simulation asks the participants whether they "see someone who is worth

## VR SCENARIO EXAMPLES

**Example 1:** Participants find themselves in front of a train station and can choose between a party of four adolescent men with a supposed non-Western ethnic background and a Western European man who is walking around and talking to different strangers. Those who find these young men suspicious might not notice this man or the people he approaches, who are all shaking their heads and making dismissive gestures with their hands. Participants could have learned later in the simulation that this man is selling drugs if this individual had been selected to engage in interaction.

**Example 2:** Participants see a party of three adolescent men, again with a supposed non-Western ethnic background, in the company of an expensive-looking white Mercedes AMG. At first, these men do nothing out of the ordinary, but after 90 seconds, the participant might catch one of the men tossing garbage out of the car. Participants who have selected the men in the first 90 seconds do not have any legal ground, as opposed to when the selection is made after the littering.

investigating." The participants then have two minutes to observe the people passing by in the VR environment and, based on this observation, take action at their own discretion. Although dozens of people can be seen in the simulation, the participants can initiate an interaction with only some of them (i.e., only the actors, not regular pedestrians). Once they have selected someone, participants are presented with several questions on how to proceed. Each question (story branch) contains two or three options to choose from; options are always both escalating (e.g., identification check, search, fine, arrest), and de-escalating (e.g., cease the interaction).

With every presented dilemma, participants have a maximum of five seconds to choose a person or group with whom to initiate an interaction. The time window is deliberately set short to stimulate more impulsive and fast decision-making. This short duration is considered to be more in line with real-life operational decisions.

Figure 1 presents an example of a dilemma during gameplay in which participants were given the choice between apprehending ("aanhouden") or dismissing ("deescaleren") a party of four. Underneath these options, participants can see the passage of time. Similarly, in Figure 2, participants were given the choice between requesting ID ("ID vragen") or dismissing ("laten gaan") the character in the game. Depending on the choices made, participants receive a code at the end, ranging from "alpha" to "zulu," representing the specific choices made during the simulation.

Drawing on race-and-force studies, police officers holding particular prejudices toward certain groups may be more focused on alleged group membership in relation to crime, and act accordingly. The general argument in these studies is that officers' distrust with regard to people of non-Western ethnic background increases the likelihood that those people will be targeted for inspection, compared to people with a Western ethnic background. These community members also may be at a higher risk for experiencing coercion and less procedural justice during these interactions.

As such, the VR scenarios are designed in such a way that participants who are distracted by these biases and heuristics (fast and automatic cognitive processes) could miss the real culprit (e.g., the man dealing drugs in the first scenario). Moreover, these participants are more likely to miss the "real" story behind certain behaviors when they decide to make only escalating choices.

A final word for caution should be noted here. While designing the VR scenarios, it was recognized that, aside from racial prejudices, there may also be other traits that can motivate police officers to choose escalating pathways. Police officers with a so-called "warrior" mentality, are more likely to focus on crime control and less on human rights. It is likely that these participants choose to go beyond the legal basis and opt for a more escalating pathway, though not necessarily because of racial biases.

## Part 2: Group Dialogue & Reflection

The second part of the training consists of group dialogue. Directly after completing the VR simulation, participants are encouraged to discuss their choices in group conversations. Discussion leaders (all in-service trainers) first identify officers who have all made identical choices and then allow one party to present their case. After these participants have made their case, participants who have made different choices are invited to speak. When hearing these different experiences, participants belonging to the first group may feel challenged and may become uncertain about their own choices. This may lead them to reevaluate an initial point of view, causing them

to engage in higher-level cognitive reasoning, and, ultimately, stimulate awareness of their own potential biases in day-to-day police activities. Part of this methodology is based on *constructive controversy*.

## LESSONS LEARNED

What are the pros and cons of this type of VR training? From an organizational point of view, the training is interesting for various reasons.

First, police forces often lack the financial resources to hire expensive external trainers and consultants. The use of in-service professionals makes not only the costs of training more bearable but also the training more successful. Participants are more open to new information when it comes from respected peers. Recent research into de-escalation training also points in this direction. Moreover, as the training is digital, it is scalable to unlimited VR goggles. In the Netherlands and Belgium together, the training currently runs on some 300 VR goggles, with a few dozen police professionals serving as in-service trainers. So far, these trainers have trained approximately 15,000 of their peers in one or more scenarios. Although interactive VR scenarios are relatively expensive to create, they deliver a substantial return on investment when thousands of law enforcement personnel are trained with just one scenario. The Dutch police has doubled down on the policy and just released a fourth scenario to consolidate the new teachings.

Second, many police chiefs deal with police officers within the ranks who are unmotivated to engage in sensitive conversations. At the same time, many of these leaders are expected to undertake steps to improve skills and practices and (re)gain public trust. The first study into this training found that using VR leads to less resistance and a more positive attitude toward the subject. Apparently, the effect of VR on training effectiveness is twofold. First, many police officers seem eager to try VR. Often, they know about VR and are interested in it, but may not have had the opportunity to actually experience it. As a result, their curiosity may prove stronger than any existing resistance toward the subject. Second, once actually using VR, the realism, immersion, and engagement level seem to distract participants, making them temporarily forget anxiety, pain, and frustration. In addition, personal accounts from trainers and participants indicate that emotions largely disappear during the training, when participants come to understand that they are not being judged and stereotyped as racists by discussion leaders or colleagues. It thus seems that in addition to VR, neutral language and appreciative inquiry techniques contribute to psychological safety among participants. (A study exploring this element further is currently underway.)

*Following the VR simulations, participants discuss their choices in group sessions.*

Third, scenario training in VR makes critical reflection less difficult, as the technology allows trainers to pause, rewind, and replay scenarios to demonstrate to participants what they can improve. When dialogues are done in groups (preferably with some diversity), the variety of group choices and opinions can motivate participants to change perspectives and encourage police officers to explore different behaviors. To substantiate this tentative belief, a future longitudinal study will look at the effects at both the individual level and group level when participants are exposed to multiple scenarios over a longer period of time. This study, scheduled to start in early 2023, is part of a PhD project with the University of Twente that the Dutch Police has endorsed.

Finally, the VR training seems to lower the threshold for members of the public and police to discuss (perceptions of) ethnic profiling. Some of the Dutch police stations who have piloted this training have invited members of the public to join them in their conservations. For community members, it is a unique chance to step into the shoes of a police officer and realize how difficult policing can be. This can lead to more empathy for police officers as well.

## RECOMMENDATIONS

Getting officers to participate in activities to mitigate ethnic profiling is challenging. As said, the subject is unpopular and confrontational and may trigger various emotions and defense mechanisms, leaving some officers unmotivated to invest in the desired behavior. Therefore, it is recommended to invest in a safe learning environment. The gamifying policy instructions in VR training , while "fun to do," are simply not enough to create the level of reflection needed to change individual and group practices. For that reason, other and more fundamental changes in the structure and culture of the organization are needed, including the use of ingroup members, preferably informal leaders, as conversation leaders. These officers possess the buy-in needed to socially influence other team members toward desired behavior.

Nevertheless, continued participation in training on sensitive topics by both novices and seasoned police officers is key to increasing awareness of the necessity for and importance of change. VR, paired with group discussions, provides a cost-effective and scalable method for engaging staff in such training.

### IACP RESOURCES

- Bias-Free Policing
- Principled Policing – Procedural Justice and Implicit Bias Webinar

**theIACP.org**

- Virtual Reality Training

**policechiefmagazine.org**

# RETHINKING THE ROLE OF CRIME ANALYSTS

## TRAINING THE ANALYSTS OF TODAY AND TOMORROW

**BY**
Friedrich "Sam" Steiner, Chief Inspector, Austrian Federal Police

**CRIMINAL ANALYSIS ARRIVED IN EUROPE ABOUT 20 YEARS AGO AND HAS BECOME AN INTEGRAL PART OF DAILY POLICE WORK.** Unfortunately, at the outset, there was neither well-founded basic education nor constant training and further education for crime analysts.

In many police departments, only the enthusiasm and tireless willingness of crime analysts to take care of their own training needs led to functioning analysis units.

It can be argued that crime analysis is undervalued globally, not only by executives but also by many investigators. Only when analysis has provided investigators or officers with information that leads to the successful resolution of a seemingly unsolvable criminal case or helped managers successfully deploy their forces to avert danger is the value of crime analysts' efforts recognized. Then investigators or managers suddenly become aware and request the support of crime analysts.

But there is good news on this front.

In recent years, there has been a massive rethinking around the job description of the crime analyst. This reenvisioning breaks away from the old image of the evaluator as a tool specialist and visualizer and turns toward a new image of the analyst as a problem solver, thinker, and communicator. The two main areas of focus are product creation and product communication. Excerpts from the Hamburg, Germany, project "Development of the Job Description for Crime Analysis," which lays out the job profile for modern analysts, presents a model that is almost exactly identical to the training concept already being implemented

for Austrian crime analysts. (See sidebar.)

## MODERN CRIME ANALYST JOB PROFILE

In this new job profile, crime analysts are lateral and creative thinkers who work out various possible solutions and their impacts. In this way, their insight provides a basis for key decisions.

Their task is to proactively think ahead and broaden their perspective, for example, by deciphering a phenomenon, situation, network, or market as comprehensively as possible. Crime analysts are aware of their role. They can classify the added value of the analysis and the role of the product in the broader context of the organization and make these thoughts transparent.

Crime analysis can form a sound basis for many elements of policing:

- Effective control of resources and forces
- Enhanced crime reduction
- New and innovative intervention options
- Tailor-made concepts, in which the possibility of continuous adaptation is taken into account

In this way, criminal analysis helps police agencies to act in a more targeted manner, to become more agile, and to adapt more quickly.

Crime analysis products can be very different (visual, oral, written, short, or detailed) and develop relevance in different phenomena and organizational areas. Regardless of the application area, the role of crime analysts is always the same: reducing complexity for the client and developing and offering possible solutions and intervention options.

The focus is on the order and the issues that concern the agency or a problem and its surrounding factors. The aim of crime analysis is to create a solid basis for decisions and to produce results that are relevant for the investigators or officers. Only when it is possible to comprehensibly communicate the analysis results to the decision makers can new knowledge be gained. Special attention is thus paid to the task of tailor-made communication.

Therefore, the connecting elements of all crime analyses are the analysis itself and the communication of the result. Depending on the assignment and the problem at hand, crime analysts look at matters through a variety of lenses. Analysts typically use four perspectives: tactical, strategic, operational, and administrative analytical processes. Different goals are pursued through these perspectives.

The depth of the analysis is based on the order. Contrary to the old view of areas of responsibility, the transitions in the new job profile are fluid and are case, project, and problem related. Against this background, project-related cooperation will also be an option in the future.

## CORE COMPETENCIES & EXPERTISE

So, what makes an effective crime analyst?

The variety in the playing field of crime analysis leads to various demands placed on the analyst. The following core competencies and required skills are based on the two main tasks of analyzing and communicating the results.

- Logical and critical thinking
- Communication skills
- Ability to initiate
- Methodological competence
- Technical competence in analysis
- Special expertise in the respective area of application
- Team and cooperation skills
- Responsibility and diligence

### HAMBURG JOB PROFILE PROJECT

A group of three senior analysts from the Hamburg City Police worked for more than two years to create a modern job description for crime analysts and an innovative guide for how to increase analysts' skills throughout their careers. Now their target is to spread this model out over Germany. However, much like the United States, Germany has many independent police agencies, and the decision makers first have to be convinced of this new job profile and the associated changes in training. A milestone for this effort could be an upcoming conference of German police chiefs, where the Hamburg colleagues will present their work. This also means that the project has not yet been published to the public.

As mentioned, Austria has already implemented a similar education and job description in recent years, but without the process of an academic project. It is less complicated to make such a change in Austria because the country has a single, unified police force and highly motivated colleagues from the central crime headquarters analysis unit are doing their best to advance these goals. Nevertheless, in the future, attempts will be made to achieve even more for Austrian analysts in collaboration with their Hamburg colleagues.

Technical expertise is acquired through training in fundamental crime analysis processes. Investing in people and their skills is, therefore, of particular importance, since only human interpretation and the corresponding communication can lead to a product capable of developing relevance.

Diversity is important in the field of crime analysis. No one person can master all the skills that the job profile requires. It is, therefore, expedient to assemble the required expertise through the right mix of team members, who complement and support each other.

## Analyst Training Framework

A job profile is characterized by the fact that it conveys clarity and orientation about development opportunities and creates an awareness of the respective roles. In times of scarce resources, it is becoming increasingly important to police organizations that every employee can develop his or her full potential. Due to the diversity described, the job profile of a crime analyst offers an individual framework, tailor-made support, and individual specialization.

This requires different levels of support that provide clear roles and areas in which an analyst can develop and grow. Depending on the type of analysis performed, different requirements are placed on analysts. Individual support is guaranteed by a supervisor. This supports the analysts in taking more and more responsibility as their experience increases.

To develop training and further education, the Austrian Federal Police build on national and international developments and combine existing analytical methods with structured analysis techniques. The aim is to design future training in a way that is sustainable; accepted by all levels; and based on the needs of the organization, management, and employees.

This results in these four components:

- Internationally valid training content tailored to national needs
- Practice-oriented learning with content based on the required skills and the two main tasks
- Flexibility in terms of time and space
- Flexibility through small-scale modules

In regard to the fourth component, small modules allow new knowledge and current developments to flow into the training at any time and be incorporated into the modules. This also affords the opportunity to recruit experts for special areas. With modularized training, both the lecturers and the participants can combine the lessons with their normal work—enhancing the profession while maintaining service operations.

## Class-Based Learning

Classes consisting of face-to-face units, webinars, and independent learning help to address the personal needs of the trainees and address different types of learners. Group work in person and through webinars, for example, promotes communication skills and teamwork.

- **Sustainability through diversity:** Having a large number of different practitioners as lecturers has two advantages—the variety of perspectives and the reduction of the workload for each individual. In this way, the training can be guaranteed permanently and does not depend on the availability of individual people.
- **Slow and individual growth for a deeper anchoring of knowledge:** The regular inflow of innovations and the transfer of knowledge gained in one's own field of activity support this process.
- **Simultaneous professionalization of many employees:** This enables joint growth and promotes exchange and discourse.
- **Promotion of networking:** Ongoing exchange and lively discourse based on analysts' own practical examples support the culture of sharing knowledge and contribute to the professionalization of the entire organization.

## Practice-Oriented Learning

In the practice-oriented basic modules, generalists in the field of analysis are initially trained. The subsequent advanced modules serve to deepen knowledge of specialized areas of expertise. With the aim of reducing crime, the benefits of criminal analysis become apparent. In order to be able to have a targeted effect on crime, a well-founded basis that takes reactive and proactive aspects into account is required. Investigations and criminal analysis interact by covering different perspectives. While the focus of the investigations is on specific goals (e.g., solving the case, sentencing, averting danger), crime analysts in the modern job profile have the task of proactively thinking ahead and broadening their perspective, for example, by identifying a phenomenon, a special situation, a network, or a market and digging into it for a comprehensive picture.

A methodologically sound, well-founded basis for decision-making leads to safer and more effective responses. Strategies for intervention can be developed based on a meaningful analysis of results. Options for the strategic alignment and efficient use of resources are also possible. Well-trained analysts proactively incorporate police strategies and criminological insights. They also follow cross-departmental principles and standards.

As part of the basic training, the participants gain a better understanding of analysis and their roles. They learn to broaden and sharpen their view and thus include multiple contexts.

## Techniques & Tools

The following training components give analysts the necessary knowledge and the confidence to provide decision makers with comprehensible and well-thought-out results.

Structured analysis techniques give analysts a framework and structure for the procedure and the analytical workflow. Through the flexible application of structured analysis techniques, analysts reflect on their analytical steps and learn to consider cognitive errors and pitfalls.

In addition, analysts learn the job: the different methods for analysis. They learn how to model and interpret data and methods to prepare communication and convey products as needed. Analysts also learn how to correctly use programs as tools to reduce complexity.

## CONCLUSION

Only the combined use of techniques and methods with the help of tools, paired with a deep basic understanding of theoretical approaches and criminological knowledge, can lead to solid analysis results. Through a multidimensional view, the context of the act, needs of the client, specific question, and special priorities can be included, as well as any missing elements.

Analysts who have completed the basic training are able to formulate multiple hypotheses and, if necessary, refute them. They are trained to be creative thinkers with strong self-reflection and the ability to take criticism. This modern training structure is already taking crime analysis to new heights in Austria and provides a model that is scalable and adaptable to many cultures and police forces.

### IACP RESOURCES

- Crime Analysis

**theIACP.org**

- Building a Crime Analyst: One Training Module at a Time
- The Pursuit of Law Enforcement Intelligence Training and Education

**policechiefmagazine.org**

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# VIRTUAL REALITY TRAINING

## in Rural Jurisdictions

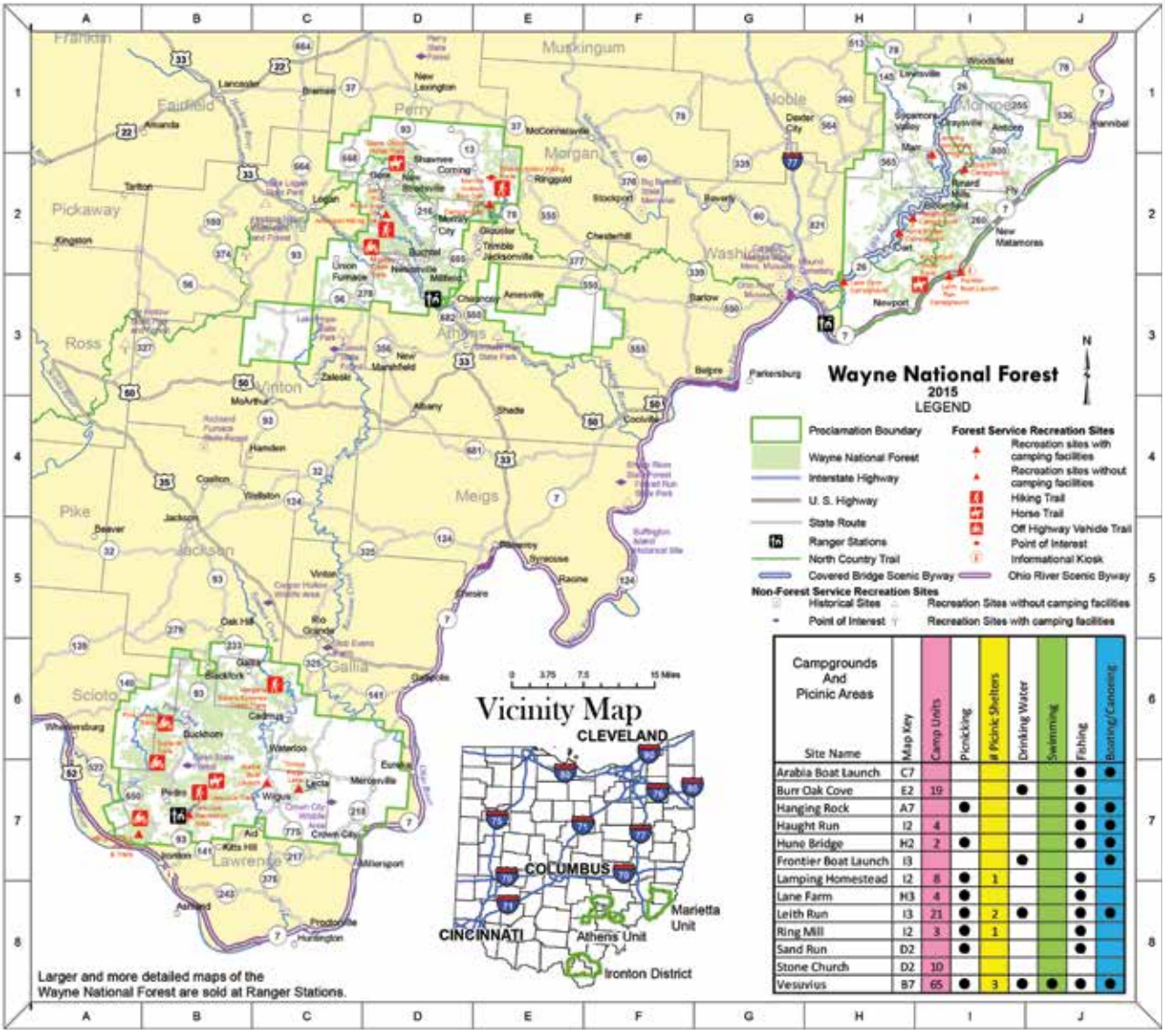
**BY**
John Born, Director (Ret.), Ohio Department of Public Safety, and John Bowditch, Director, Ohio University's Game Research and Immersive Design Lab

**FOR DECADES, LAW ENFORCEMENT HAS USED VIRTUAL REALITY (VR) TRAINING FOR HARD SKILLS LIKE FIREARM HANDLING.** This high-tech, lower-cost tool may also be usable for "soft skill" training for police. Is new VR soft skill training in law enforcement a practical way to transfer knowledge, control costs, and build trust? Just as important, will law enforcement officers accept and embrace a new method of training using VR technology?

New VR soft skill training in rural Appalachia provides an answer. Even skeptics say this new tool effectively provides experience and knowledge in condensed, safe training. And, if it is embraced in Appalachia, law enforcement officers there say it can work anywhere in the world.

Emergency medics and mental health professionals receive training to hone interpersonal skills, but law enforcement officers often do not receive the same extensive training in soft skills. Ohio requires 700 hours of training to become a law enforcement officer; a small fraction of those hours focus on human interaction skills involved during high-stress encounters.

The Appalachian Law Enforcement Initiative (ALEI) was developed and deployed by a team from Ohio




| Campgrounds And Picnic Areas<br>Site Name | Map Key | Camp Units | Picnicking | Picnic Shelters | Drinking Water | Swimming | Fishing | Boating/Canoeing |
|---|---|---|---|---|---|---|---|---|
| Arabia Boat Launch | C7 | | | | | | ● | ● |
| Burr Oak Cove | E2 | 19 | | | ● | | ● | |
| Hanging Rock | A7 | | ● | | | | ● | ● |
| Haught Run | I2 | 4 | | | | | ● | ● |
| Hune Bridge | H2 | 2 | ● | | | | ● | ● |
| Frontier Boat Launch | I3 | | | | ● | | | ● |
| Lamping Homestead | I2 | 8 | ● | 1 | | | ● | |
| Lane Farm | H3 | 4 | ● | | | | ● | |
| Leith Run | I3 | 21 | ● | 2 | ● | | ● | ● |
| Ring Mill | I2 | 3 | ● | 1 | | | ● | |
| Sand Run | D2 | | ● | | | | ● | |
| Stone Church | D2 | 10 | | | | | | |
| Vesuvius | B7 | 65 | ● | 3 | ● | ● | ● | ● |

*Wayne National Forest Map*

University with the goal of determining if law enforcement officers in rural U.S. communities would accept and embrace the use of VR soft skill training. The objective was to create a cinematic virtual reality (cine-VR) training experience that would benefit police agencies with small training budgets.

The related project research aimed to answer two questions: would law enforcement officers accept short-segment VR scenarios as a substitute for longer classroom training, and would officers think the VR training could positively increase community-police encounters?

Soft skills (those used when dealing with people) are fundamental to law enforcement, officer safety, and trust.

Based on the survey results and feedback from ALEI, law enforcement can rely on VR training to supplement classroom, video, or webinar training. In VR soft skill training, the student puts on a headset and is immersed into a situation that feels live but requires no action during the training from the officer. A rookie officer described it as an "experience in a headset."

## APPALACHIAN OHIO PILOT

From a land standpoint, most of the state of Ohio is rural. Appalachian Ohio is rural. For example, south of Columbus, the 14th largest U.S. city, lies Vinton County, which is 100 percent rural. Big chunks of Appalachia and southeast Ohio are public lands, like rural areas elsewhere in the United States. The Wayne National Forest covers over a quarter-million acres combined in three large tracts of Southeast Ohio.

This region in the Appalachian foothills is an excellent test market for new

tools in law enforcement because local police agencies are small with limited training budgets, and law enforcement officers are often separated by distance.

Ohio University, based in the small town of Athens (population 24,311), used a state funding earmark for Appalachia to develop VR training for soft skills in law enforcement. The project's premise addresses whether VR soft skill training would be embraced and effectively utilized in rural Appalachia law enforcement agencies. These agencies have meager training budgets, are geographically dispersed, and may be skeptical of new training methods.

The university's Game Research and Immersive Design (GRID) Lab had experience in producing cine-VR training for emergency room physicians and public health workers. Ohio University's Voinovich School of Leadership and Public Service has deep connections to the Appalachian region.

The group that helped the Ohio University team develop the two law enforcement cine-VR training experiences included the Athens Police Department, Athens County Sheriff's Department, Ohio University Police Department, mental health experts, and community leaders.

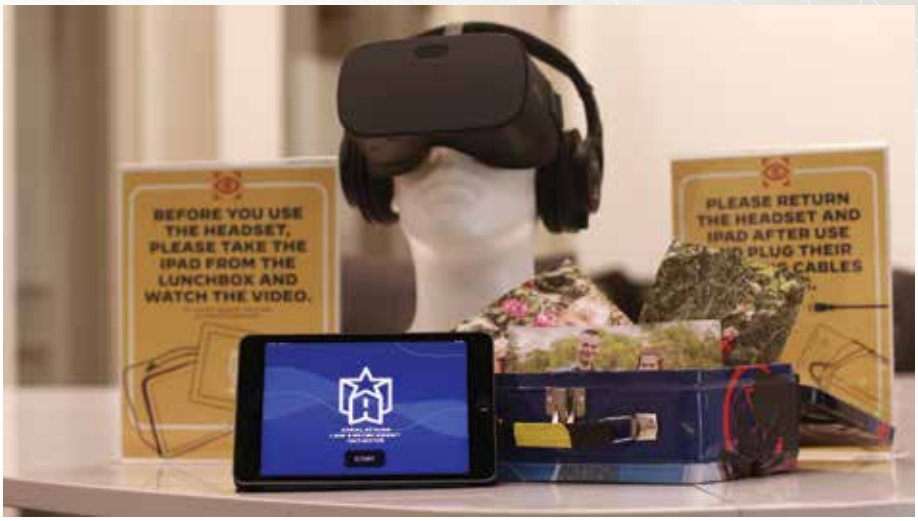
To meet the need of the target audience—traditionally understaffed rural departments—the VR experience had to fulfill three requirements.

**1. The experience had to be bite-sized and freely accessible**, not part of a scheduled program. It needed to be "personal, on-the-fly training."

**2. The experience had to be easy to use**, not something that needed technical expertise to use. It needed to be as simple as using a television.

**3. The experience had to "come to the cops"** mentally and physically. It couldn't be a message engineered by administrators, and the officers shouldn't have to wait in line to receive the training.

Cine-VR differs from traditional VR because it is created with cameras (like a film) rather than digital avatars (like a video game). Due to its use of live actors performing on actual sets with real-life props, cine-VR often creates a sense of "presence." Presence is "a feeling of actually being on location in a story rather than experiencing it from the outside." Cine-VR is ideally viewed through a VR headset (rather than on a traditional flat screen) to amplify the sense of presence.


BEFORE YOU USE THE HEADSET, PLEASE TAKE THE IPAD FROM THE LUNCHBOX AND WATCH THE VIDEO.
PLEASE RETURN THE HEADSET AND IPAD AFTER USE

In essence, cine-VR allows law enforcement officers to experience a situation from another perspective in "near real life" through VR technology. These technologies were unobtrusively available to officers to experience on their own schedule. On a table in a law enforcement agency report or training room were the VR headsets and training props, along with the information and instruction sheet, which stated:

> *The Virtual Reality headsets, headphones, and forms you see on this table are part of the Appalachian Law Enforcement Initiative CineVR Experience. This is NOT a tactical or kinetic experience. It is designed to be a learning experience, potentially replacing an in-person classroom presentation. The scripts and key messages were developed by Ohio law enforcement officers and leaders along with subject matter experts.*

*The Chet Story* is a cine-VR experience observing two different sheriff's deputies who each interact with a grieving father with PTSD. The father's name is Chet, and he is a middle-aged man living in rural Appalachia. The experience is approximately 20 minutes long and includes two complete stories (each from a different deputy in charge) followed by a debrief session.

*The Dion Story* is a cine-VR experience observing a young man's interactions with the police. Each encounter illustrates how the perception of police officers builds from one exchange to the next, specifically for the character of Dion, an African American graduate student attending school in rural Appalachia. The experience is approximately 20 minutes long and illustrates two versions of each encounter (a bar fight, a protest, and a traffic stop); a debrief session follows each set of encounters.

In each experience, an officer finds an iPad inside of a physical prop on the table next to the information and instruction sheet. For the *Chet* story, the prop is a lunchbox with family photographs. The experience is designed to allow for a solo experience or one guided by a discussion before and after by a training officer or supervisor. The ALEI iPad application provides easy-to-understand instructions on using the VR headset and a brief video introducing the characters and the back story.

The iPad application intro video inspires curiosity about the props (such as Chet's family photos). The headsets and props stay at a police department for up to a month and seeing these props repeatedly at the police department reminds officers of their training and the emotions of the VR experience.

The *Chet* VR experience begins as if the user were in the dining room with Chet. It is an intense, realistic scene that immediately thrusts one into watching and feeling the emotions of a person in crisis before law enforcement is called. The 360-degree scenario moves the viewer to and from other scenes as the deputies respond to a 911 call from the man's daughter. Through the VR headset, the user can see a perspective only professional experience can bring. The viewer remains stationary but can look around, up, and down to anywhere in each scene. A full 360 degrees produces a spherical video playback. The sound mirrors where the sound originates, so a person speaking "behind" the user draws attention without visual cues.

The entire experience was designed to allow a cost-effective, self-service training experience that stays with the officer well beyond the time spent in a headset. For most small to medium size agencies, the under $1,000 investment in the VR headset and accompanying props make this option affordable. It can be used by an officer as the sole training experience or coupled with other roll call group training or reduced classroom time investments. New scenarios can be downloaded on purchased headsets.

The ALEI immersive experiences are designed for maximum emotional and cognitive impact.

Emotional intelligence is deeply conveyed in an immersive training environment that is safe and proven to have a longer-lasting impact than classroom or one-dimensional webinars or videos.

This sort of robust learning has many advantages over traditional learning and simulation. Conventional learning techniques do not always expose law enforcement professionals to the reality of being immersed in each situation. Cine-VR improves the experience's authenticity and enhances the application of knowledge, skills, and attitudes to complement training in ways that lectures, readings, and traditional video training cannot.

VR training in law enforcement is part of a broader trend. Ohio's Department of Medicaid has been using cine-VR to teach health care providers how to better interact with diabetic patients. A year-long study of that program confirmed VR education improves "cultural self-efficacy and diabetes attitudes among healthcare providers and administrators."

## INDEPENDENT RESEARCH

PricewaterhouseCoopers (PwC), the international professional services

**FIGURE 1.**

Percentage of
*"I would recommend that VR be incorporated into law enforcement training."*
BY POST-USE SURVEY RESULT TOTALS

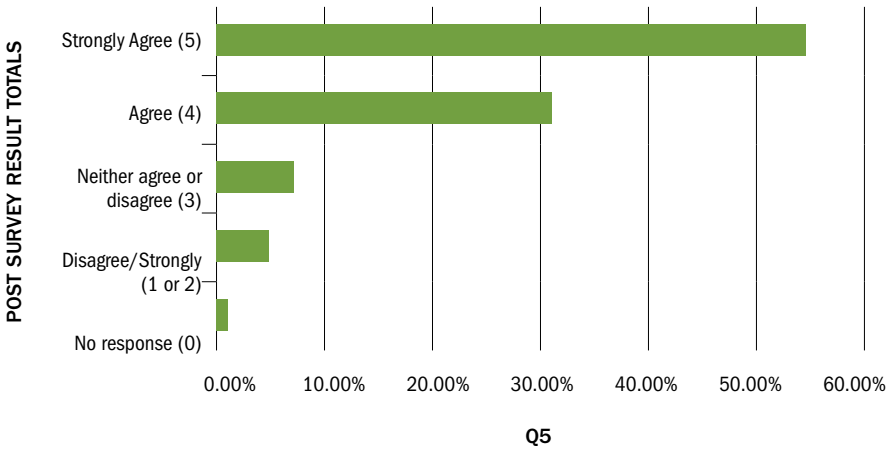
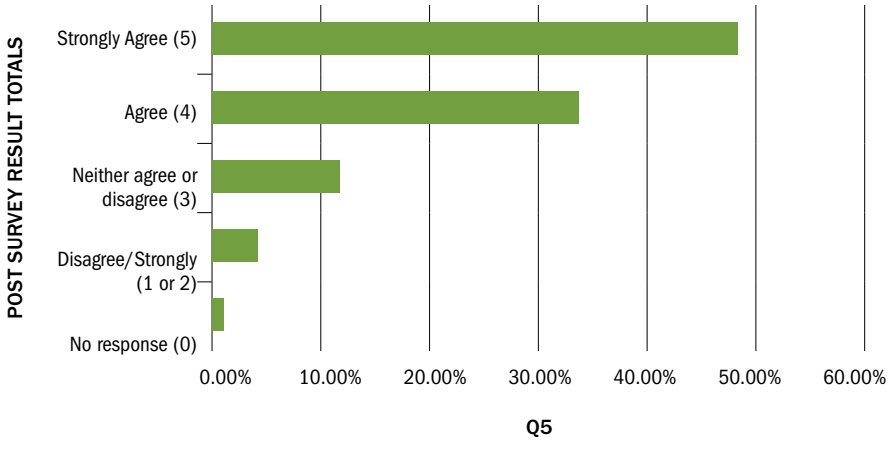



**FIGURE 2.**

Percentage of
*"I believe that VR training can increase the likelihood of positive outcomes in encounters with civilians."*
BY POST-USE SURVEY RESULT TOTALS




firm, has conducted extensive survey research on VR training. A third of the companies in the PwC survey said one of the biggest metaverse (network of three virtual worlds focused on social connection) benefits is more effective training. More than half of the companies surveyed (51 percent) have already built VR training into at least one line of business or are in the process of integrating VR training. Private-sector expansion of VR training is built on longstanding "hard skill" teaching, such as simulation for airline pilots' equipment maintenance. As law enforcement examines VR for teaching non-tactical skills, consider the findings of the PwC study regarding soft skills training, as compared to traditional training:

- Employees in VR courses can train up to four times faster.
- VR learners are more confident in applying what they are taught.
- Employees are more emotionally connected to VR content.
- VR learners are more focused.
- VR learning can be more cost-effective at scale.

## TIPS FOR POLICE DEPARTMENTS CONSIDERING VIRTUAL REALITY TRAINING

VR is not new, but early versions of the technology in the 1970s and 80s were fraught with issues, including bulky and costly equipment, internet limitations, low video quality, and lack of hardware sophistication. The expense alone caused sparse VR technology usage until 2012 with the release of the consumer-priced Oculus Rift headset. Such roadblocks no longer hinder today's law enforcement professionals. Additionally, the newer generation of law enforcement has grown up with smartphones and gaming consoles and is naturally comfortable with immersive experiences like cine-VR.

Delivering practical training, meeting budget constraints, keeping up with technology, and fitting training

into demanding schedules have always been challenging.

Not long ago, troopers in Ohio referred to cassette-deck training tapes as "pizza eaters" because officers ate pizza while the videotape played. VR training is different because it immerses the trainee in a situation. Eating pizza or focusing elsewhere while engaged in VR training is nearly impossible.

More police departments, large and small, will explore VR as a component of overall training. The Albemarle County Police Department says it is the first in Virginia to use VR for training, and its officers can virtually practice at a firing range, navigate dark alleys, and play out de-escalation scenarios.

Upsides of VR include time flexibility (training segments range from a few minutes to 30 minutes), immersion into real-life scenes in a safe setting, and the ability to provide feedback.

As police departments large and small consider VR soft skill training as a component of overall training, there are some straight-forward requirements to make it effective:

- Delivery must be easy, not complicated. The experience should be as simple as operating a television, requiring no technical expertise.
- Delivery of the training needs to be in bite-size segments.
- The content should be usable/applicable for two years.
- The content should be able to serve as a discussion starter for supervisors during short roll call training.

## THE LAW ENFORCEMENT SURVEY RESULTS OF THE ALEI

Figures 1 and 2 illustrate the achievement of the fundamental goal and objective of the ALEI. Law enforcement officers of all age groups and experience levels widely support the future use of VR and expansion. One positive factor learned from the project is the repeated use of the content because officers want to experience the scenarios again.

It may seem contradictory, but cine-VR simultaneously offers both consistency and variety. Each experience is linear (think of it as a spherical film, not a video game), and so cine-VR provides consistency even though the audience may watch the experiences differently. For instance, one officer may choose to watch Character A in the scenario, while another may choose to watch Character B instead. Each officer has a different experience, even though the content is identical. This unique factor invites nearly unlimited replays and a multitude of educational opportunities.

Another critical point learned during production and deployment was that production quality (the realism factor) was critically important to the VR user—attention to detail within the script and production was essential. When considering this point, two immediate strengths of VR training emerge:

**1. Safety and Engagement.** Cine-VR can produce highly realistic, high-risk situations for officers to observe and revisit repeatedly in real-time while simultaneously demanding 100 percent of the viewer's attention while in the headset. A person cannot simultaneously use a smartphone while wearing a VR headset.

**2. Efficiency and Flexibility.** Content in this format can be reused, and training can be available 24 hours a day, 7 days a week, with the same level of quality. An experience designed for 30 officers can easily scale up to accommodate 3,000 officers.

Another powerful validation is commentary from a small department police chief whose officers were skeptical.

> *There was a very positive response from the staff and no complaints. As an administrator, I really thought it was great training. First, by immersing persons into the scene, I thought it really captures the attention. I compared it to: if you had plugged to the VR feed into a TV for 10 people, half the class would probably lose focus. However, being surrounded with no outside distractions, the point gets absorbed.*

Many participants reported a belief that because it was effective and accepted by law enforcement officers in Appalachia, it can work anywhere in the world. Despite a lack of funding, access to new approaches, and even sometimes basic training negatively impacting self-perception, ALEI showed that, regardless of where one lives or works, cine-VR training can help every officer to lead the path in improving public safety and service. Technology and VR soft skill training are likely companions for improved law enforcement safety and service.

For more information, contact the authors or view an introduction to the *Chet* VR training scenario at **vimeo.com/608524601/0e212c3ae6**.

John Born, Executive in Residence, Ohio University: **bornj@ohio.edu**

John Bowditch, Associate Professor, Ohio University: **bowditch@ohio.edu**

### IACP RESOURCES

- Smaller Law Enforcement Agency Program
- Smaller Law Enforcement Agency Program Training & Professional Development

**theIACP.org**

- Reenvisioning Police Training

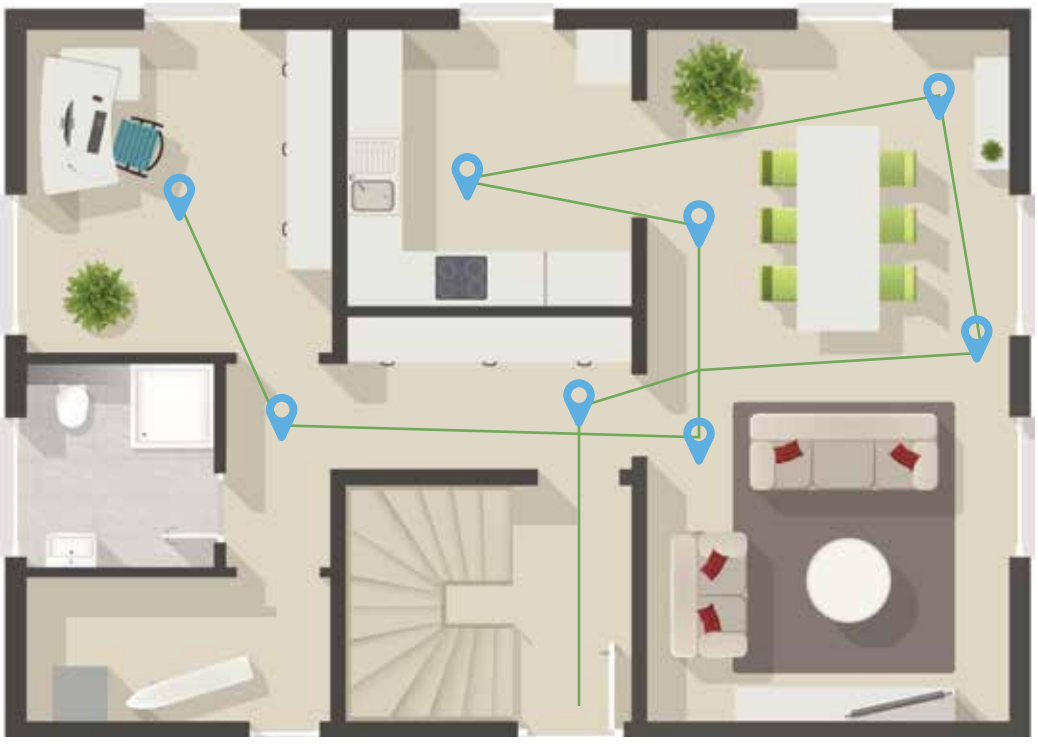
**policechiefmagazine.org**

BY
Cydnie Davis, Project Associate, IACP

# Implementing 3D Laser Scanning in Law Enforcement

**ALTHOUGH LASER TECHNOLOGY IS NOT A NEW CONCEPT, IT IS RELATIVELY NEW IN TERMS OF HOW FREQUENTLY IT APPEARS IN CRIMINAL INVESTIGATIONS. CONSIDERING THIS, IT IS CRITICAL TO GRASP THE HISTORY OF THIS TECHNOLOGY TO APPRECIATE ITS SIGNIFICANCE IN DAY-TO-DAY INTERACTIONS.**

In the early 1900s, Albert Einstein created the scientific theory on spontaneous and stimulated emissions, which explained that atoms have the ability to release excess energy as light under the right conditions. It wasn't until years later that Charles H. Townes implemented Einstein's theories to develop the first working laser. Since then, laser technology has evolved to create numerous by-products, one of the more popular ones among law enforcement being 3D laser scanning. 3D laser scanning is a way to extract the physical dimensions of objects of varying sizes and shapes and simulate them to the computer as a digital three-dimensional construct. To do so, the scanner shines a focused laser onto the physical object and then, produces accurate point clouds, which are a collection of individual measured data points. Once these points have been created, the scanner characterizes the object's position in space by measuring the amount of time it takes for the light to reach the object and return to the scanner.



## PURPOSE IN LAW ENFORCEMENT

For many years, law enforcement has depended heavily on photography and camera technologies. The ability to record and recreate situations, whether with traffic cameras, body cameras, or video surveillance, have been essential to achieving the goal of public safety. Since the crime site is typically where trustworthy evidence documentation gets started, it's important for law enforcement to be equipped with the latest technology.

In the past, only a few techniques have been used to record these events, such as photography, hand-drawn sketches, and notes. These methods were beneficial for criminal investigations because they provided a record of the scene as it was found, which could be examined at a later date. However, since the crime scene investigation is a tedious process that must include deliberate documentation of the circumstances at the scene, the investigators needed more time to manually capture each artifact. This places higher responsibility on the officers or technicians involved in the collection of useful evidence.

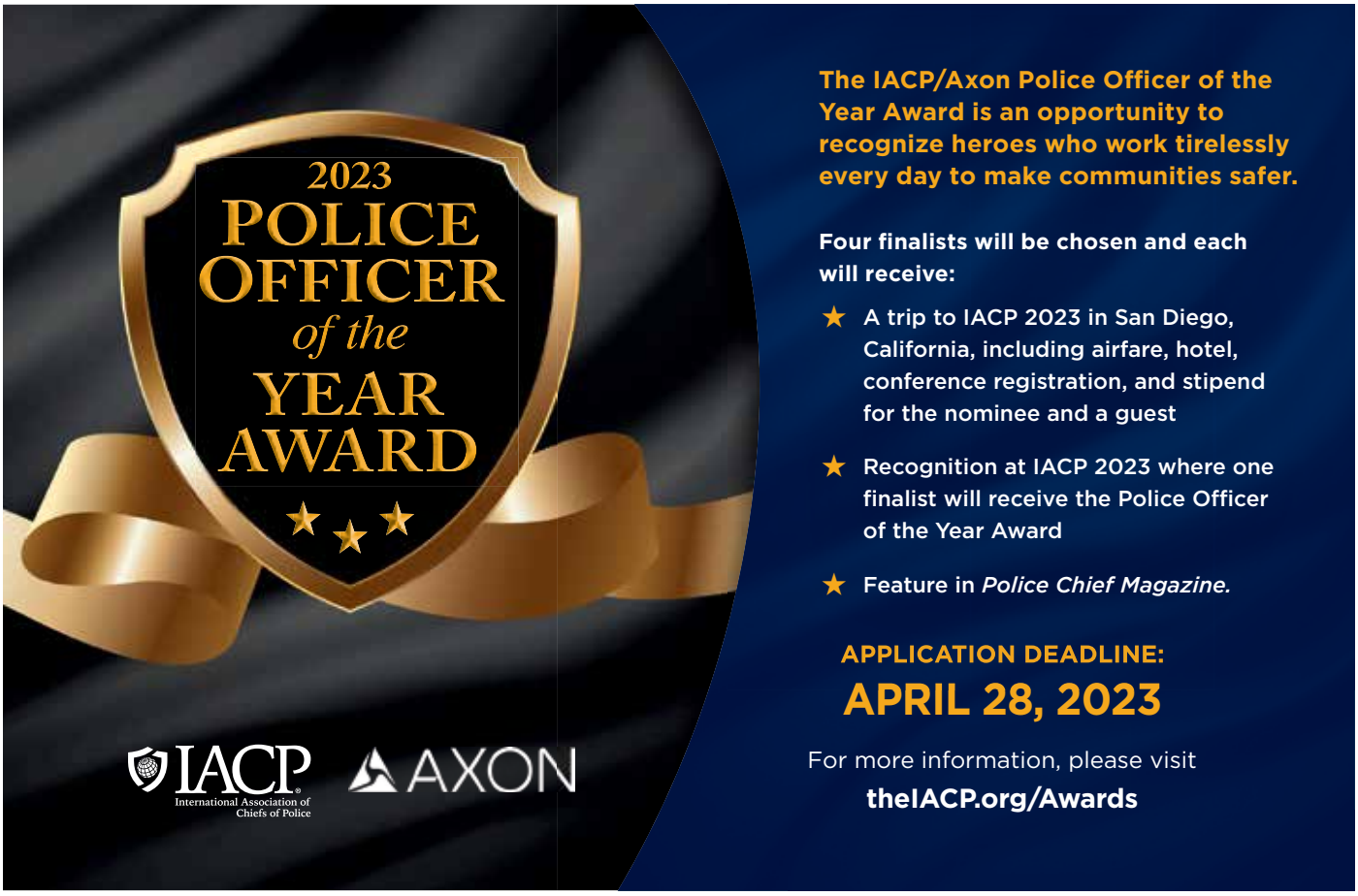
If they overlook any minor detail, it will further delay the investigation and, ultimately, set them back from uncovering what happened—and in the best case, leading to identifying the perpetrator.

Fortunately, several businesses have picked up on the inefficiencies of previous technology and started working to make the collection and use of digital evidence more efficient. With the introduction of 3D laser scanning, investigators have been able to significantly reduce the amount of time used to collect data. A standard photograph of a crime scene does not depict the depth and width of the environment; whereas, the 3D laser scan is able to measure length, width, depth, and proximity between objects. This process removes human error from the equation, allowing for a very high level of accuracy and assurance. Additionally, the setup is fairly easy, as there are many different accessories for 3D lasers that cater to the user's specific needs. A popular option is the mounting of the laser on a stationary tripod. This is ideal for situations that require scans at varying heights, which ultimately could provide safer working conditions for those in the field. These 3D lasers can efficiently gather millions of measurable data points that are later synthesized to create a 360-degree view of the crime scene, similar to the Google Maps street view feature or the walk-through view of a home on many real estate websites. This provides investigators with the ability to "revisit" the crime scene without having to physically visit the site.

Furthermore, this allows crime sites to be cleared more quickly, which would greatly benefit not only the investigators but potentially the general public as well. For instance, one morning in December 2017, an Amtrak train in the state of Washington was derailed and landed on Interstate 5. Due to the time and location of the incident, investigators needed to act fast without compromising the collection of all relevant materials. Washington State Patrol and the National Transportation Safety Board were able to successfully clear the complex scene within five hours thanks to the effective ranges offered by 3D laser scanners.

### *ADVANTAGES*

Due to the nature of the laser scanner, along with its speed and precision, investigators are able to preserve all of the objects in their original location without disrupting the integrity of the evidence. This has been proven useful in situations when analyzing the trajectory of a bullet or capturing what is left of human remains. An example of this can be found in the case of *State of New Jersey v. Jay R.*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*Goldberg*. Goldberg was charged with the first-degree murder of his neighbor, which he claimed was self-defense. However, with the help of laser technology, the crime scene investigators were able to produce a visualization that demonstrated how the trajectory passed through the victim and the angle at which the projectile struck them, further proving the last shot occurred as the victim's back was turned; thus, disproving Gold-berg's claims and leading to a justified conviction.

Since jurors must rely solely on the information presented in court to make a decision, it is imperative that they fully understand the actions that transpired in the case of question. While verbally describing a crime scene is helpful, it does not compare to the visual stimulation obtained from viewing a 3D model. For that reason, 3D virtual models are especially useful in presentations to the courts.

### *DISADVANTAGES*

Law enforcement organizations, no matter their size, may face difficulties when attempting to manage virtual evidence. Due to the volume of data collected, law enforcement will need extremely high-end processing units in order to maintain and retrieve the data. While the cost of such technology has drastically decreased, the initial cost of a 3D laser scanner can range anywhere between $5,000 to $100,000. Additionally, some products require the purchase of additional software to analyze the data captured. For this reason, officers will need to be highly trained in the use and capabilities of developing laser technologies to get the most use of such a hefty investment.

## CONCLUSION

In short, the 3D laser scanner has started to establish itself as the tool of choice in assisting law enforcement officers with criminal investigations. Unlike previous forms of data collection, laser scanning has proven to meet the requirement for digital data to be rapidly processed and transferred to different methods for use by other professionals. Due to the demanding circumstances of law enforcement, where quickness and precision are crucial, the time saved in collecting evidence and physical measurements gives investigators a significant advantage.

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POLICE CHIEF

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| | |
|---|---|
| JANUARY | Contemporary Issues in Policing |
| FEBRUARY | Innovations in Law Enforcement Training |
| MARCH | Violence Reduction Strategies |
| APRIL | Using Data to Drive Policing |
| MAY | Officer Safety and Wellness |
| JUNE | Policing with Vulnerable Populations |
| JULY | Media Strategies |
| AUGUST | Mentoring & Development |
| SEPTEMBER | Police Innovation |
| OCTOBER | Leadership & Accountability |
| NOVEMBER | Contemporary Issues in Policing |
| DECEMBER | Partnerships in Public Safety |

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# Becoming an Electric Police World

**MOBILITY IS AN IMPORTANT PART OF THE LAW ENFORCEMENT PROFESSION. WHETHER AN OFFICER IS ON FOOT, HORSEBACK, BICYCLE, MOTORCYCLE, OR CAR, THE JOB IS ONE THAT REQUIRES MOVEMENT IN MANY DIFFERENT TERRAINS.**

Although a few companies introduced the functionality of electric mobility for police many years ago, others are now introducing options that are taking off.

## PERSONAL MOBILITY

The traditional squad cars are effective for chasing and restraining suspects, storing gear, and providing safety during a patrol; however, using only cars can sometimes cause a disconnect in community trust because the officers spend more time in their vehicles instead of speaking with members of the community. While electric cars are slowly making their entrance into the profession, there have been several alternative electric vehicle options that could enhance community policing efforts rather than hinder them.

The Trikke Positron from Trikke Professional Mobility (Trikke) is a "personal mobility device" that is often used by law enforcement for community engagement. The Positron "offers law enforcement an electric mobility vehicle that bridges the gap between traditional squad cars and foot patrol." Featuring a multi-terrain capability with full suspension and an all-wheel drive system, the vehicle can navigate sidewalks, streets, parking garages, and hallways—and allows for a quicker response time than cars in congested areas.

To operate the three-wheeled device, an officer stands with each foot on one of two decks, takes hold of the handlebars, and begins riding with a twist of the throttle. An officer utilizing a Positron can patrol a large area with an elevated stance, providing a tactical advantage over cars, fences, and crowds. The quickly rechargeable battery allows for 35 miles of patrol per charge.

The lightweight vehicle releases zero emissions, has a small footprint, is completely silent, and can be easily folded and stored for transport.

"For the last 10 years, we've been providing solutions for commercial and professional applications, specifically focusing on law enforcement and private security," said Chief Executive Officer Gildo Beleski. "With recent improvements in battery technology and a growing acceptance of electric vehicles, we can now offer Trikke products with improved performance and long-range capability."

The Positron offers stability and comfort for the officer, making it easy to use for all skill levels.

Another alternative for non-car conveyance is the electric bike (or e-bike). It requires an extraordinary level of fitness

*Image courtesy of Trikke*

*Image courtesy of Traka Americas*

and stamina to ride on a regular bike for an entire patrol every day—and then respond to crimes, as well. But with a motor that can be utilized as much or as little as the user likes, officers using e-bikes don't need to compromise safety by showing up to a crime scene already fatigued from pedaling. E-bikes changed the face of a bike patrol. "At present, there seems to be a real revival of bike patrols mainly due to the resurgence of community policing and the onset of e-bikes that anyone can ride," said Jeff Fuze, owner of Recon Power Bikes (Recon). Recon, from the Greater Fort Wayne, Texas, area, aims to ensure that there is not a negative stigma surrounding police e-bikes.

The flagship Recon model—the Police Interceptor—has a speed of up to 30 mph and can go as far as 50 miles on a single charge. All of Recon's power bikes offer a farther and faster response time than what was previously available. Recon bikes have five levels of pedal assist and a throttle to power a ride as needed. The four-inch puncture-resistant tires eliminate the potential for pinch flats and make for a more comfortable ride.

In addition to offering power bikes, Recon has a training course that educates law enforcement on electric bike riding, maintenance, and tactics. They are currently building an e-bike law enforcement training center in partnership with a local sheriff's office.

### FLEET MANAGEMENT & SECURITY

One area an agency needs to remember when looking for new vehicles is how to keep track of them. Traka's intelligent key and equipment management systems could be exactly what an agency needs.

> ***"Cars can sometimes cause a disconnect... because the officers spend more time in their vehicles."***

"We've met with agencies that have keys misplaced, radios and evidence in various places, and even fleet vehicles have gone missing," said Collin Sharp, regional sales manager of Traka Americas. While some agencies still use antiquated key systems, such as peg boards or valet cabinets, Traka's electronic key management systems can secure, track, and monitor the activity behind the key and the user. The systems allow agencies to monitor insights of a vehicle through its physical key, including fuel consumption, mechanical maintenance, and location tracking. This is possible through Traka's patented iFOB technology. The adaptable, modular lockers with RFID charging features can ensure only those who have authorization are granted access to the vehicles.

The new Traka Touch Pro series of intelligent key cabinets are an enhanced version of Traka's existing line of

electronic key and equipment management systems. Among its enhancements are increased storage capacity, recessed door hinges, simplified installation, and the use of sustainable materials. The Traka Touch Pro key cabinets and lockers store keys, assets, and weapons in a secure location that includes an access display monitor. A user can access the assets through a pin code, card reader, and a biometric fingerprint reader.

The cabinets can serve as a standalone solution or be incorporated through Traka's enterprise software, TrakaWEB.

Mobility is crucial for officers to perform their daily tasks. The expanding array of alternative methods to the typical patrol car can increase response times, aid in fleet management costs, and improve community engagement.

## SOURCE LIST

Please view this article online for contact information.

- Dodge Law
- FirstResponder Technologies
- GeoOrbital
- GeoSafe
- InterMotive Vehicle Controls
- JuiceBar
- Recon Power Bikes
- Safe Fleet (COBAN & Mobile-Vision)
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- T3 Motion
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**Rob A. Benavidez**
R & D Officer, Accreditation Manager
*Las Cruces Police Department, NM*

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**rockyboots.com**

## Body Armor

Meet RTS Tactical's brand new Hero's Vest. This level IIIA soft armor was designed for police and law enforcement. The design provides the ideal balance of stealth, durability, and all-day comfort. While specifically designed to be worn under clothing, it can comfortably and effectively be worn over clothing as well. It is constructed with the highest quality nylons and made with Dupont Kevlar Armor. The armor is capable of stopping all common handgun rounds including .357 Magnum, .357SIG, 9mm, .40 S&W, 45ACP and 44 Magnum and .38 Special. It also stops most shotgun rounds including slugs and buckshot.

**rtstactical.com**

## Gun Crimes Case Management

ShotSpotter, Inc., announces ShotSpotter GCM (Gun Crime Management), a first-of-its-kind digital case management solution. The new solution automates the process by which key information is inputted, captured, and used to identify associated gun crime cases leading to the identification of persons of interest, streamlining the timely entry of new ballistics collections by automating the input of NIBIN leads and powerful visual link analysis tools that match the data to quickly identify associated gun crime cases, including where and when a firearm was previously used. ShotSpotter GCM works as a standalone solution or in conjunction with ShotSpotter Respond.

**shotspotter.com**

## Rugged Tablet

WEROCK Technologies, an innovative manufacturer of industrial computer technology, is significantly expanding the configuration options of the Rocktab S512 rugged tablet. In addition to the previous configurations, the compact computer is now also available with the latest 12th generation Intel Core i5 and i7 processors, which are up to 200 percent faster than the base model. In addition, the models come with Intel Iris Xe Graphics, boosting the computing power for real-time processing of large amounts of data, images, and video feeds. Responders often work in demanding environments. That's why the Rocktab S512 is MIL-STD-810G certified and has an IP65 rating.

**www.werocktools.com**

## Cloud-Based VR Training

Wrap Technologies, Inc., through the Lumeto platform, will be able to offer an upgraded, cloud-based virtual reality (VR) solution with provisions for additional services, resources, and enhanced capabilities in support of the Wrap Reality law enforcement VR training modules. Wrap Reality provides realistic, easy-to-use, cost-effective training for law enforcement. This new cloud-based offering will provide greater flexibility and faster development of additional training scenarios, as well as an improved, cost-effective equipment package for prospective law enforcement agency customers. The company will continue to offer and develop its existing on-premises Wrap Reality training platform being used by law enforcement departments today.

**wrap.com**

**POLICE CHIEF** *keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors;* **IACP endorsement is in no way implied.**

## Smart Radio

The APX N70 from Motorola Solutions gives frontline public safety personnel the mission-critical communications and real-time information needed to respond quickly and safely. It's rugged with a toughened touch screen display and superior impact resistance. Intuitive interfaces and large controls ensure reliable eyes-up operation in extreme conditions. Whatever the environment, hear and be heard with the loudest and clearest audio possible. HDR mic inputs reproduce voices with clarity. The APX N70 works reliably across a variety of frequencies, modes, and protocols. Multiple hardware encryption algorithms keep communications secure, while optional functionality including LTE and smart apps helps add actionable intelligence in the field.

**www.motorolasolutions.com/apx**

## Retractable Seatbelts

Pro-gard Products, LLC, offers its Retractable Outboard Seat Belt option for the Prisoner Transport Seats making it easier for officers to secure prisoners for transport. Pro-gard's Retractable Outboard seatbelts eliminate the need for an officer to reach across the prisoner and restrain him or her in the vehicle. Center Pull Retractable Outboard seatbelts are designed with the retractors mounted behind the transport seat, allowing for a smooth top surface of the transport seat. The stored position is located high on the outside of the Prisoner Transport Partition while the seat is unoccupied, keeping the belt out of the way for loading/unloading prisoners.

**www.pro-gard.com**

## Multi-image Processor

RGB Spectrum's QuadView UHDx multi-image processor is a high-performance multi-image video processor that displays up to four video sources at a time and outputs a consolidated multi-window image. It provides superior image quality with up to full 3840 x 2160p60 4K input and output. There are six input ports. It offers 16 pre-set and 16 customizable display layouts. The processor offers the versatility to mix and match input resolutions, scale any video input up to 4K resolution and route any input to any window. The system accommodates all conventional video teleconferencing applications, including Zoom, Teams, Bluejeans, and others.

**rgb.com**

## Vehicle-Centric Investigation System

Genetec, Inc., offers AutoVu Cloudrunner, a cloud-based, vehicle-centric investigation system that detects, analyzes, and securely stores vehicle identification data that goes beyond the license plate, providing law enforcement with a reliable way to identify vehicles connected to crimes day and night, in any weather condition. It combines an intuitive, cloud-based solution with purpose-built cameras to collect rich vehicle-based evidence in all conditions. Law enforcement can filter and locate vehicles of interest and receive notifications when a vehicle on a watchlist is detected. Data are collected by a solar-powered automatic license plate recognition (ALPR) camera, requiring no specialized expertise to install, set up, or maintain.

**www.genetec.com**

## Emergency Go-Bag

The ProPac Responder Go-Bag is a well-rounded emergency bag, packed full of items for shelter, warmth, sustenance, survival, first-aid, and more. All items fit neatly in ProPac's new Tactical Duffle Bag with room for additions. The Tactical Duffle is a heavy-duty style bag with durable buckles, straps, and carry handles. Use it as a military duffle bag with the top or side handles or reveal the hidden shoulder straps to use as a backpack. Made from 900D polyester material. An additional Medical Kit option is available with two 900D tactical pouches, a 6" Israeli bandage, CAT tourniquet, compressed gauze, and combat gauze.

**propacusa.com**

**BY**
Pam Cammarata, Project Leader, International Association of Directors of Law Enforcement Standards and Training, and Ryan Daugirda, Project Manager, IACP

# Supporting *Take Action: Make the R.I.G.H.T. Choice and Intervene*

***"In any moment of decision, the best thing you can do is the right thing … and the worst thing you can do is NOTHING."***

—Theodore Roosevelt

The very efficacy of law enforcement, including its duty to prevent harm, requires agencies to instill a culture that empowers officers to intervene to prevent colleagues from being physically injured, engaging in misconduct, or committing policy and procedural mistakes that can have long-lasting consequences. Shifting officers' mindset to positive intervention keeps fellow officers safe—physically, emotionally, and professionally—and is essential for public trust. Creating a healthy organization gives officers the confidence and tools to effectively intervene and maintain, or even strengthen, existing relationships. Intervening is one of the most courageous acts an officer can ever do to protect a colleague, themselves, and the future integrity of the law enforcement profession.

***"Everything rises and falls on the training and education you give yourself and your agency."***

—Chief Gina Hawkins, Fayetteville, NC, Police Department

Active intervention training has not been systematically taught to law enforcement officers as it has in many other professions (e.g., medical, military, and airline pilots). Until recently, few law enforcement agencies have taught and reinforced peer intervention as a *foundational* skill. Training officers when and how to intervene safely is both the prudent and right action for law enforcement agencies to take. "Peer intervention training teaches, in a practical and positive way, the powerful influence that officers have on the conduct and behavior of their fellow officers." Fortunately for communities and officers, these skills can be trained and learned.

In 2020, the International Association of Directors of Law Enforcement Standards and Training (IADLEST) identified the need to provide additional tools and critical skills for successful intervention, meeting the diverse needs of law enforcement agencies across the United States. In consultation with retired Sergeant Michael Quinn of the Minneapolis, Minnesota, Police Department—a pioneer in peer intervention training—IADLEST partnered with the IACP through the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) to revamp Sergeant Quinn's early work and customize the content for delivery across the United States. FORCE Concepts CEO, Jon Blum, and IADLEST project manager, Peggy Schaefer led the development of this critical training program.

The resulting Take Action: Make the R.I.G.H.T. Choice & Intervene training was launched in January 2022 with the Fayetteville, North Carolina, Police Department serving as a pilot site. It was delivered to 33 attendees.

The relevance and timeliness of this training has never been more important. Recent events throughout the United States underscore the need for more formalized training on active intervention in law enforcement. Officers deserve the tools to intervene effectively, safely, and without repercussions; having support from their agency and their peers is imperative in taking the R.I.G.H.T. action and intervening—for officer safety and wellness and for community trust.

***"This intervention training will help create organizational and cultural change and serves as a foundation for the direction in which FPD is heading."***

—Deputy Chief James Nolette, Fayetteville, NC, Police Department

Take Action: Make the R.I.G.H.T. Choice & Intervene is designed as a one-day, no-cost training, emphasizing the need to **R**ecognize, **I**ntervene, **G**et **H**elp, and **T**alk through it. The training is built on the foundation that the R.I.G.H.T. model can be integrated throughout any basic or in-service training topic and infused throughout the employment lifecycle. It focuses on bolstering confidence in needed skills and reducing inhibitors that prevent officers from intervening, regardless of rank or experience. The training integrates adult learning theory through a combination of facilitated discussions, small group exercises, participant-led activities, and case studies. Scripted and realistic role-play scenarios allow officers to practice intervening with colleagues of all ranks when they are about to or are in the process of making a mistake.

During this highly interactive course, participants will receive information and instruction on how to

- identify key benefits of an effective intervention;
- analyze how human inhibitors and specific industry barriers can prevent officers from intervening;
- identify duty to intervene legal standards for law enforcement officers; and
- apply the R.I.G.H.T. steps during scenario-based exercises, such as officer safety, policy violation, unprofessional conduct, use of force, and unethical conduct.

In addition to the one-day training, a "train-the-trainer" course is also available.

As peer bystander intervention becomes institutionalized as part of a department's culture, benefits may include fewer citizen complaints, fewer instances of misconduct, a decrease in the use of excessive force, and fewer disciplinary issues. There may also be a noticeable increase in officer safety and wellness, retention of employees, and trust from the community.

Agencies interested in receiving this training may visit CRI-TAC (www.collaborativereform.org) to submit a request.

*"Officers should want to do the right thing. This course helps push officers who may be hesitant or not confident in what they are doing to intervene."*

—Participant, *Take Action: Make the R.I.G.H.T. Choice & Intervene*, January 2022

## ABOUT CRI-TAC

CRI-TAC Collaborative Reform Initiative TECHNICAL ASSISTANCE CENTER

CRI-TAC provides critical and tailored technical assistance resources to state, local, territorial, and tribal law enforcement agencies on a wide variety of topics. CRI-TAC features a "by-the-field, for-the-field" approach while delivering customized technical assistance using leading experts in a range of public safety, crime reduction, and community policing topics. CRI-TAC is a public service and is offered at no cost to U.S. law enforcement agencies. Visit CRI-TAC (**www.collaborativereform.org**) to watch a video about the program and learn more.

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## TOP SEARCHED TERMS

Search ...

- EXPOSURE CONTROL
- CRIME PREVENTION
- MENTORING

## RESOURCES ADDED & UPDATED

**211**

The Resource Library contains **policies, forms, and other publications**. Search results can be refined by criteria such as type, country, population, date, and more.

## PAGE VIEWS

**13,093**

## NEW DISCUSSION POSTS

**10**

The IACPnet Discussion Board provides a **forum for users** to network, ask questions, and provide valuable expertise and guidance.

## MEMBER AGENCIES

**1,447**

**Police professionals from agencies of all sizes utilize IACPnet** to enhance programs and operations, to develop data-driven solutions, and for professional development.

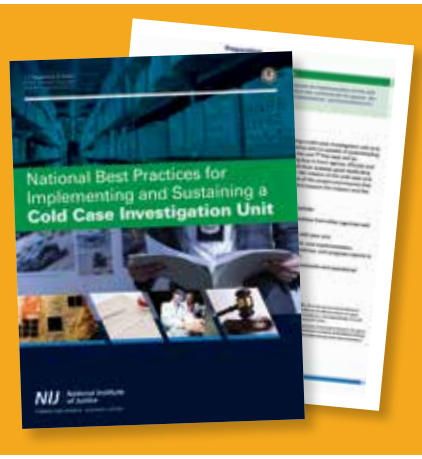
## TOP RESOURCES

- **Headquarters Security**
  *—Charlotte-Mecklenburg, North Carolina, Police Department Standard Operating Procedures*
- **Visit IACPlearn**
  *—Discussion Board post*
- **School Evacuation**
  *—Harding Township, New Jersey, Police Department Policy Manual*

## FEATURED RESOURCE

***National Best Practices for Implementing and Sustaining a Cold Case Investigation Unit***

The Cold Case Investigation Working Group and NIJ collaborated to create this guide in an effort to assist law enforcement agencies in creating a mechanism for addressing the cold cases in their jurisdictions.




Access these resources and more at **theIACP.org/IACPnet.** For more information, call the IACPnet team at 800.227.9640.

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## TOP IACP BLOG POST

### THE LAW ENFORCEMENT MARRIAGE: KNOWING WHEN IT'S TIME TO GET HELP

Healthy marriages and relationships have the potential to provide law enforcement officers a great degree of support. Officers tend to work long non-traditional hours and encounter many on the job stressors that some traditional jobs might not. It is critical for the couple to recognize when it is time to seek help and receive care.

Read this and other blog posts at **theIACP.org/blog**.

## TOP POLICE CHIEF DECEMBER ONLINE ARTICLE

### Recruiting the Unrecruited

*By Tameca West, Assistant Chief, West Palm Beach Police Department, Florida*

Read this and other online articles at **policechiefmagazine.org**.

## TWEET of the month

The IACP
@TheIACP
While in Mexico City, Mexico, as part of a @BloombergDotOrg Initiative for Global Road Safety (BIGRS) site visit, the IACP observed @SSC_CDMX roadside speed and DUI operations. The team also met with Deputy Minister @PabloVazC from the DUI Unit to donate 15 breathalyzers.

## FEATURED ITEM IN IACP MONTHLY DECEMBER NEWSLETTER

IACP OFFICER SAFETY AND WELLNESS SYMPOSIUM
MARCH 3-5, 2023 • ANAHEIM, CA

### 2023 Officer Safety and Wellness Symposium

Register now for the **2023 IACP Officer Safety and Wellness Symposium.** This event will feature more than 70 educational sessions highlighting the latest research, case studies, and promising practices to meet the health and wellness needs of today's officers. The symposium will take place March 3–5, 2023, in Anaheim, California. There is also a virtual registration option where attendees can access recorded workshops and live-streamed general sessions.

Get more information or register at **theIACP.org/OSWSymposium**.

## THIS MONTH'S QUOTE

"Regardless of where one lives or works, cine-VR training can help every officer to lead the path in improving public safety and service."

*Virtual Reality Training in Rural Jurisdictions*
*48–53*

## POPULAR IACP RESOURCES

IACP

- IDTS CONFERENCE
- DRUG RECOGNITION EXPERTS
- IACP LAW ENFORCEMENT POLICY CENTER

Find these and other important resources at **theIACP.org**.

# Place-Based Policing Training Tailored to Small and Rural Agencies

**BY**
Angela Sivak, Marketing & Communications Coordinator, IACP

**WHEN IT COMES TO SUPPORT FOR LAW ENFORCEMENT, SMALL AND RURAL AGENCIES MAY NOT HAVE AS MANY OPPORTUNITIES AS THEIR PEERS.**

Most research on policing strategies and training programs applies to large, urban police agencies, which can often mean small and rural agencies are unable to utilize these resources to address their specific challenges. Without the same level of support, small and rural agencies may struggle more than others to effectively respond to and reduce crime in their communities.

To help small and rural agencies meet the needs of their communities, the IACP collaborated with the Community-Oriented Police Services (COPS Office) and George Mason University's Center for Evidence-Based Crime Policy (CEBCP) to create a tuition-free online training course called Place-Based Policing for Small and Rural Agencies. This course demonstrates evidence-based and emerging practices for place-based crime-reduction that is tailored specifically for small and rural agencies.

The learning opportunity consists of a series of self-paced modules that review place-based policing as a strategy to addressing crime. Place-based policing emphasizes specific locations where crimes are concentrated. Place-based policing is based on the Routing Activities Theory, which states that predatory crime occurs when likely offenders and a suitable target come together in time and space—without a capable guardian present. By studying and learning where crime is concentrated in their communities, as well as environmental and situational factors that may lead to crime, law enforcement agencies can become more effective in addressing the issues their communities face.

The IACP's Place-Based Policing for Small and Rural Agencies course takes this practice and translates it into actionable approaches for small and rural police agencies. The course also covers how small and rural agencies can apply evidence-based policing practices, data and technology, and community-police engagement to implement place-based policing strategies. Through case studies and interactive components, learners can explore practices that maximize the strength of small and rural agencies; strategies that improve efficiency when resources are limited; and problem-oriented approaches that address common challenges identified in small and rural communities, including property crime, substance abuse, and traffic offenses.

The IACP, COPS Office, and CEBCP developed this training using feedback from focus groups with police leaders and executives of small and rural agencies discussing the needs of their officers and their communities, as well as conclusions drawn from a literature review. The findings were initially presented through a guide titled *Evidence-Based Crime Reduction Strategies for Small, Rural, and Tribal Agencies*. To build off this guide and provide more accessible and tailored resources for small and rural agencies, the IACP developed the online training, initially piloting the course with IACP members before sharing with the public.

Place-Based Policing for Small and Rural Agencies is now available to any public safety professional affiliated with a small or rural agency who is interested in learning more about how to apply crime-reduction policing strategies in their community. The IACP is committed to supporting the needs of small and rural agencies, and through this training, offers an opportunity for those policing agencies to learn and apply strategies tailored specifically for them.

The IACP offers this free online training through IACPlearn, the IACP's hub for all on-demand and live virtual learning such as training, webinars, and education.

For more information about this training course and additional resources for small and rural agencies, visit **theIACP.org** or contact Rachel Jensen at **jensen@theiacp.org**.

# CALENDAR

## 2023

**MAR 3 — 5**

### Officer Safety and Wellness Symposium, Anaheim, CA

This symposium is for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies. Participants will learn about building resilience, financial wellness, injury prevention, peer support programs, physical fitness, proper nutrition, sleep deprivation, stress, mindfulness, suicide prevention, and more.

theIACP.org/OSWSymposium

**MAR 22 — 24**

### Division Midyear, Arlington, VA

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's Midyear meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theIACP.org/events/conference/2023-division-midyear

**APR 14 — 16**

### Policy Council Midyear, Grapevine, TX

This meeting provides an opportunity for IACP Committee/Section members to collaborate within and across Policy Councils, discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with peers and colleagues in the field..

theIACP.org/policy-council-midyear

**MAY 7 — 10**

### PIO Section Midyear Conference, Evansville, IN

The IACP Public Information Officers (PIO) Midyear conference brings together public information officers from across the globe to deep-dive into new information-sharing efforts, best practices, case studies and more.

theIACP.org/events/conference/iacp-pio-section-midyear-conference-0

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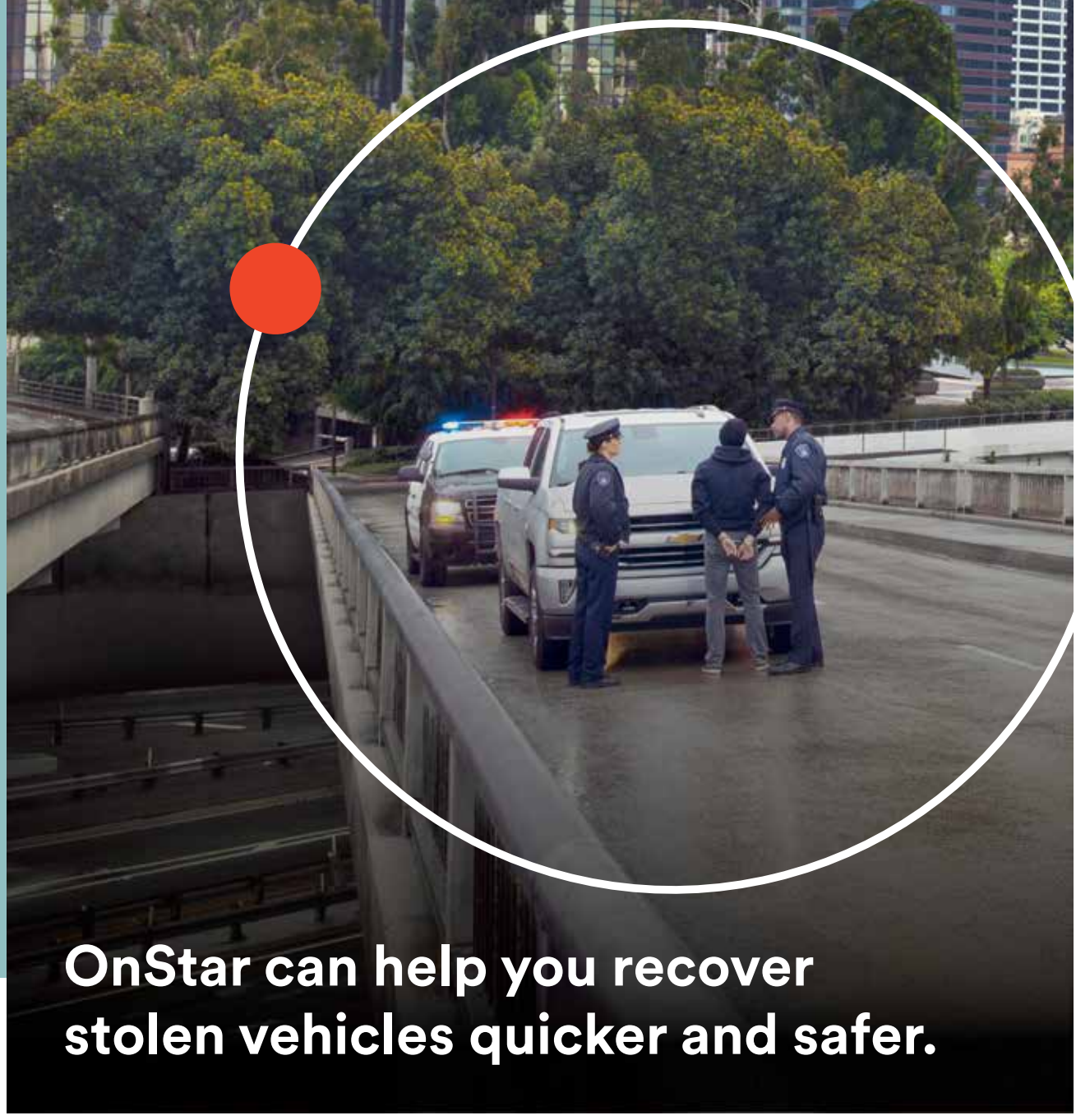

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